

FM 10-53

DEPARTMENT OF THE ARMY FIELD MANUAL

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HEADQUARTERS AND HEADQUARTERS DETACHMENT QUARTERMASTER BATTALION

DEPARTMENT OF THE ARMY • JUNE 1950

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FM 10-53*

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QUARTERMASTER BATTALION



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CHAPTER 1

GENERAL

1. PURPOSE. This manual describes the assignment, employment, organization, administration, and operations of the headquarters and headquarters detachment, quartermaster battalion. It has been written for the instruction and guidance of quartermaster battalion commanders, officers, and enlisted men, and all other interested personnel.

2. SCOPE. The manual consists of basic information covering the mission, capabilities, assignment, employment, organization, training, administration, and operations of headquarters and headquarters detachment, quartermaster battalion. The capabilities, organization, and operations of subordinate units are also outlined, with condensed information useful in supervising the operations of these units. Material pertaining to the organization and equipment is based on T/O&E 10-536, 24 August 1948.

3. MISSION AND DUTIES. **a. Mission.** This unit provides command and administration for all assigned or attached units and personnel.

b. Functions. The functions of a headquarters

and headquarters detachment, quartermaster battalion, are—

- (1) Control and administration of subordinate units in accordance with policies of higher headquarters.
- (2) Execution of the quartermaster program with available units.
- (3) Selection of sites or areas needed for quartermaster projects and preparatory steps for their acquisition.
- (4) Establishment of communication with higher and subordinate headquarters.
- (5) Assignment of missions to subordinate units and supervision and coordination of the work of these units, in compliance with schedules, plans, and orders.
- (6) Supervision of the training of subordinate units.
- (7) Supervision and coordination of the procurement and allocation of supplies needed by subordinate units.
- (8) Execution of quartermaster intelligence plans as assigned by higher headquarters.
- (9) Provision for its own internal administration and responsibility for local security of battalion headquarters.
- (10) Procurement of additional facilities, equipment, manpower, or supplies for operations when necessary, authorized, and available.
- (11) Provision of medical aid and religious services.

- (12) Accomplishment of any other tasks assigned by higher headquarters.

4. CAPABILITIES. The capabilities of the headquarters and headquarters detachment, quartermaster battalion, vary with the operational and administrative needs. Normally, the battalion headquarters supervises and coordinates the administration, training, operations, and supply of three to six assigned or attached units. However, in emergency, the battalion headquarters may be called upon to administer more units than the normal number.

CHAPTER 2

ASSIGNMENT, ATTACHMENT, AND EMPLOYMENT

Section 1. ASSIGNMENT AND ATTACHMENT

5. GENERAL. Headquarters and headquarters detachment, quartermaster battalion, is assigned to the theater of operations for duties with armies, separate corps, task forces, or in the communications zone. However, it may be assigned to a post or station in the continental United States for training purposes. Specific assignments of headquarters and headquarters detachment, quartermaster battalion, in the theater of operations include the following:

a. Assignment by the army commander. The army commander may assign the quartermaster battalion to supervise—

- (1) Army quartermaster class I railheads, truckheads, depots, and supply points.
- (2) Army quartermaster class II and IV supply depots.
- (3) Army quartermaster class III railheads, truckheads, depots, and supply points.
- (4) Army quartermaster service installations.

(5) Attached units for administrative control only.

Note. Battalion headquarters may exercise over subordinate units administrative or operational control or a combination of both. Administrative control is the supervision of all military matters not involved in tactics or strategy, such as supply, sanitation, quartering, personnel management, and discipline. Operational control is the supervision of those activities which pertain directly to the execution of the mission of the organization. Such activities might be operating laundry or baking equipment, collecting salvage, or filling 5-gallon gasoline cans. An example of the difference between administrative and operational control is the case of a service company performing operations at a depot. While at the depot during operation hours, the company would be performing a service at the depot and the officer in charge of the depot would be exercising operational control over the company. When the company finished the day's task, it would leave the depot and go to its bivouac area. As soon as the company left the depot, it would be under the administrative control of the quartermaster battalion headquarters to which it might be attached. Normally, however, a combination of administrative and operational control is exercised by the battalion headquarters to which a subordinate unit is assigned or attached.

b. Assignment by the communications zone commander.

- (1) The communications zone commander may assign the battalion headquarters to control quartermaster units in a section of the communications zone.
- (2) The communications zone commander may assign or attach the battalion headquarters to perform special missions.

c. **Attachment by the task force commander.** The task force commander may attach the quartermaster battalion to beachhead distributing points.

d. **Assignment by the port commander.** The port commander may assign the quartermaster battalion to control quartermaster units assigned to a port.

6. ASSIGNMENT TO A QUARTERMASTER GROUP HEADQUARTERS. Normally, a headquarters and headquarters detachment, quartermaster battalion, is assigned to a quartermaster group headquarters (see fig. 1). The group plans, supervises,

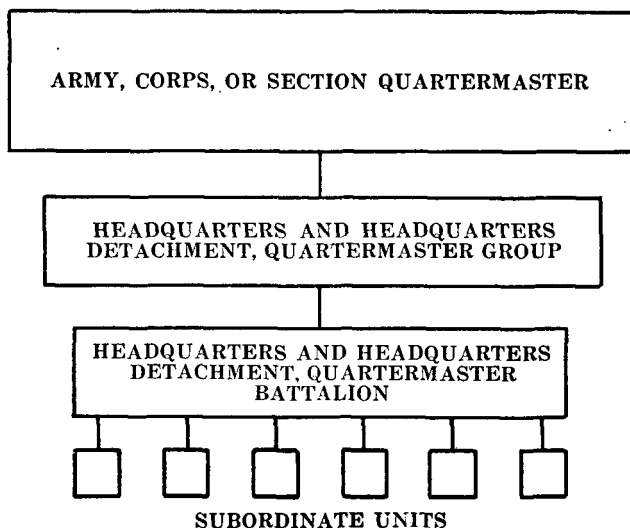


Figure 1. Normal relation of headquarters and headquarters detachment, quartermaster battalion, to higher and lower elements.

and coordinates the training, administration, supply, and operation of quartermaster units attached or assigned to it and provides further centralization of control.

7. ATTACHMENT AS A SEPARATE BATTALION. The battalion may be attached as a separate organization to an army, communications zone, communications zone section, or port to supervise and coordinate the administration and operations of subordinate units (see fig. 2). These assignments must be modified and adjusted to meet the particular situation.

8. ASSIGNMENT AS INSTALLATION COMPLEMENT. In the continental United States, the headquarters and headquarters detachment, quartermaster battalion, may be assigned to posts, camps, stations, ports and depots, or to occupation zones.

9. ASSIGNMENT AND ATTACHMENT OF SUBORDINATE UNITS. **a. General.** Various types of quartermaster nondivisional units may be assigned or attached to a headquarters and headquarters detachment, quartermaster battalion. Such assignment or attachment depends upon the tactical or operational situation and the type of units needed to meet the situation.

b. Assignment by tables of organization. Several tables of organization for quartermaster units indicate that the units will be assigned to a headquarters and headquarters detachment, quartermaster battalion. Some examples of these units include—

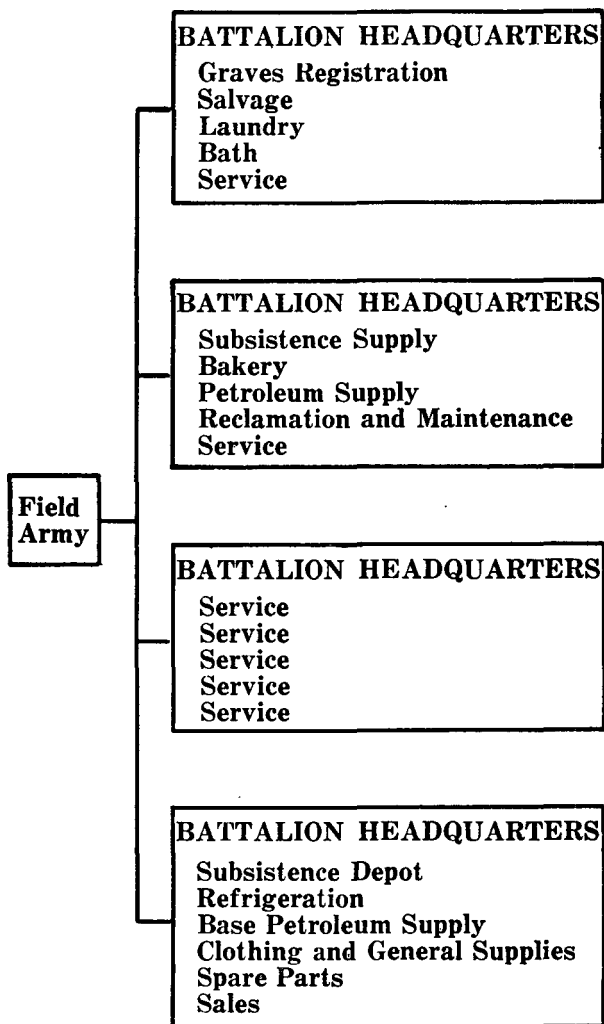


Figure 2. Possible assignments of units to headquarters and headquarters detachment, quartermaster battalion, in a field army.

- (1) Quartermaster Bakery Company, Mobile, T/O&E 10-147.
- (2) Quartermaster Sales Company, Mobile, T/O&E 10-157.
- (3) Quartermaster Petroleum Supply Company, Mobile, T/O&E 10-77.
- (4) Quartermaster Service Company, T/O&E 10-67.
- (5) Quartermaster Clothing and General Supplies Depot Company, T/O&E 10-227.
- (6) Quartermaster Laundry Company, Semimobile, T/O&E 10-167.
- (7) Quartermaster Reclamation and Maintenance Company, Semimobile, T/O&E 10-237.
- (8) Quartermaster Fumigation and Bath Company, Mobile, T/O&E 10-257.

10. ASSIGNMENT AND ATTACHMENT OF CELLULAR UNITS. Cellular units organized under T/O&E 10-500 may be assigned or attached to a headquarters and headquarters detachment, quartermaster battalion. Since the concept of arctic operations envisions the use of small combat units, headquarters and headquarters detachment, quartermaster battalion, may be assigned to arctic areas to supervise the administration of a number of quartermaster cellular supporting units. Also, cellular units may be assigned to a battalion headquarters to augment existing units or to provide a specialized service.

11. ASSIGNMENTS OF OTHER UNITS. Personnel of units of other services may be attached to a headquarters and headquarters detachment, quartermaster battalion, when the situation requires. Civilian and prisoners of war labor units also may be attached to the battalion.

12. REASSIGNMENTS OF SUBORDINATE UNITS. A subordinate unit or number of units may be reassigned from a headquarters and headquarters detachment, quartermaster battalion, to another battalion headquarters to meet the ever changing requirements of logistical and tactical operations. If, for example, a company changes its location, it may be reassigned to a battalion headquarters controlling quartermaster units in this new location.

Section II. EMPLOYMENT

13. PURPOSE. The headquarters and headquarters detachment, quartermaster battalion, is employed in the theater of operations to absorb the administrative burdens of subordinate units by supervising and coordinating their administration, training, operation, and supply. In addition, certain services needed by the units are provided, such as medical aid and inspections and religious rites. Normally, the battalion headquarters is used wherever three or more quartermaster units are operating. The use of this type of organization simplifies the task of the higher echelon quartermaster, who usually is required to provide operational control to only three to six battalion

headquarters instead of to a large number of subordinate units. In this way the higher echelon quartermaster is free to plan and supervise the overall quartermaster mission, and the units are relieved of many administrative responsibilities.

14. FLEXIBILITY OF EMPLOYMENT. A headquarters and headquarters detachment, quartermaster battalion, is extremely versatile and flexible in employment. It may be used anywhere in the theater of operations to control various quartermaster nondivisional units in numbers required by the logistical or tactical situation.

15. METHODS AND EXAMPLES OF EMPLOYMENT. a.

General. The following methods of employment have been found practicable under varying conditions in the theater of operations. The accompanying examples are for general information only and are not to be used as arbitrary rules governing the employment of quartermaster battalions. The changing tactical and logistical situation will always govern the proper employment of the headquarters and headquarters detachments, quartermaster battalion, and its subordinate units.

b. Units of same type performing a single service.

Units of the same type that are assigned or attached to an army or communications zone section may be placed under a headquarters and headquarters detachment, quartermaster battalion, to perform a single type of quartermaster service. For example, several service units might be placed under a battalion headquarters to perform a serv-

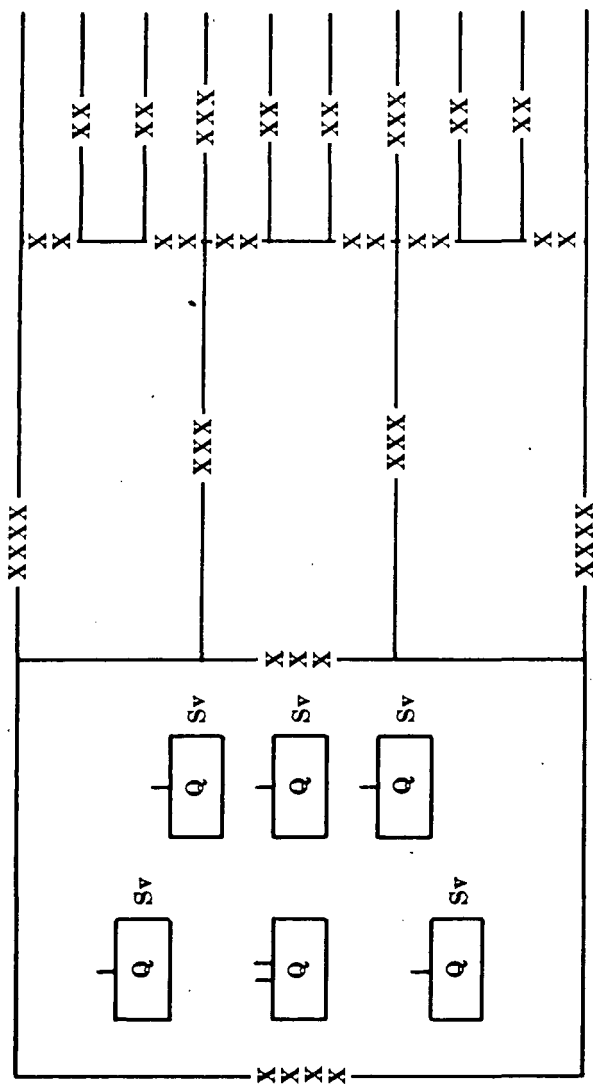


Figure 3. Chart showing units of same type performing a single service in the combat zone.

ice mission for communications zone or army. The battalion headquarters would then operate under a group headquarters or directly under a section or army quartermaster (see fig. 3).

c. Units of different types performing related services. Quartermaster units of different types performing related services may be supervised by a battalion headquarters. For instance, a battalion headquarters with units of different types performing related services might consist of two bath companies, mobile; a salvage company; a reclamation and maintenance company, semimobile; and two laundry companies, semimobile. These units would be performing related services—collecting and processing the salvage received from corps areas and collected within the army area (see fig. 4).

d. Units of different types performing unrelated services. Quartermaster units of different types may operate under a battalion headquarters to provide unrelated types of quartermaster service. For example, under a battalion headquarters attached to a corps, a quartermaster bath company, a laundry company, a graves registration company, and a service company may complete the quartermaster service to the corps by providing additional labor (see fig. 5).

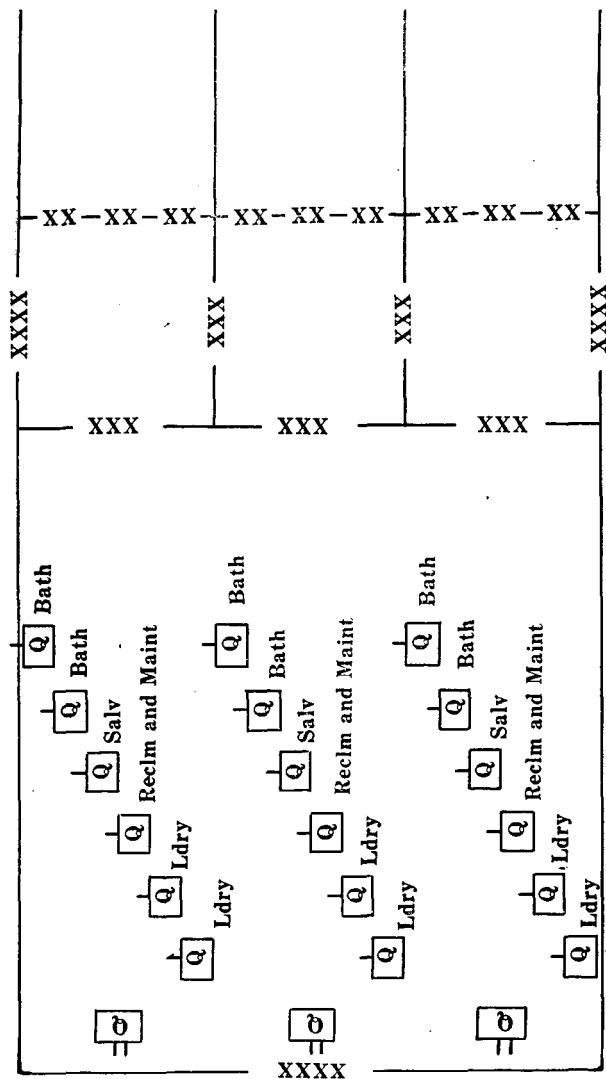


Figure 4. Chart showing units of different types performing related services in a combat zone.

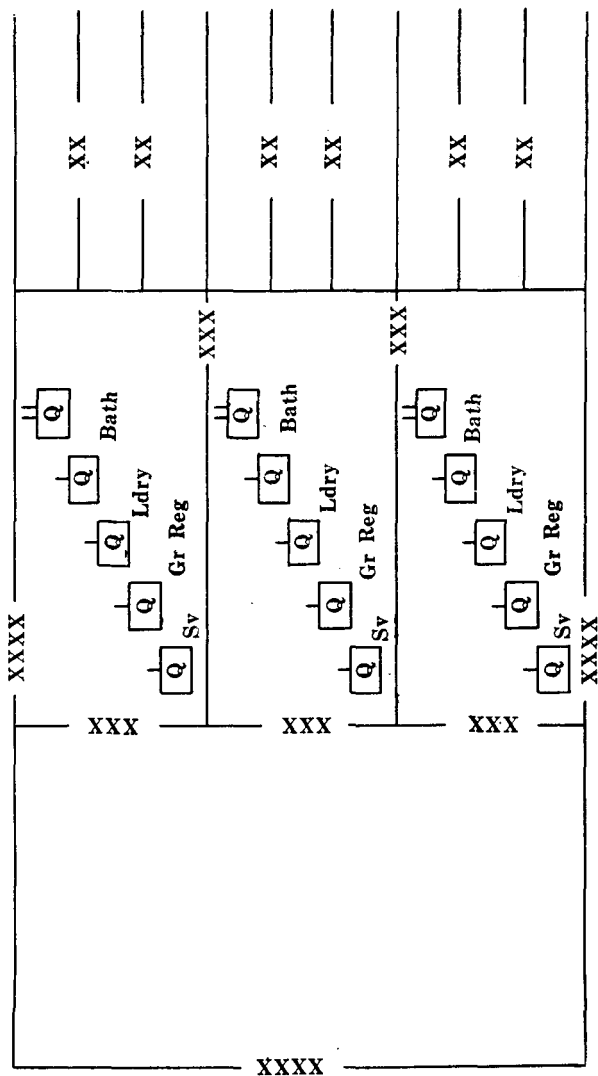


Figure 5. Chart showing units of different types performing unrelated services in a combat zone.

CHAPTER 3

ORGANIZATION AND PERSONNEL DUTIES

16. ORGANIZATION. Headquarters and Headquarters Detachment, Quartermaster Battalion (T/O&E 10-536) consists of a battalion headquarters, a headquarters detachment, and a medical detachment. Battalion headquarters directs and controls the administration and operations of subordinate units. Headquarters detachment comprises the six sections used to facilitate administrative operations: detachment headquarters, command, personnel, intelligence, operations, and supply (see fig. 6). The medical detachment operates under the control of battalion headquarters.

17. BATTALION HEADQUARTERS. a. Purpose. Battalion headquarters directs the activities of the battalion.

b. Organization. Battalion headquarters is composed of the commanding officer and the staff officers of the unit. The ten officers and warrant officers in the battalion headquarters are: the commanding officer, executive and intelligence (S-2) officer, adjutant and personnel officer (S-1), operations officer (S-3), assistant operations and information and education officer, supply officer (S-4), motor and assistant supply officer, chap-

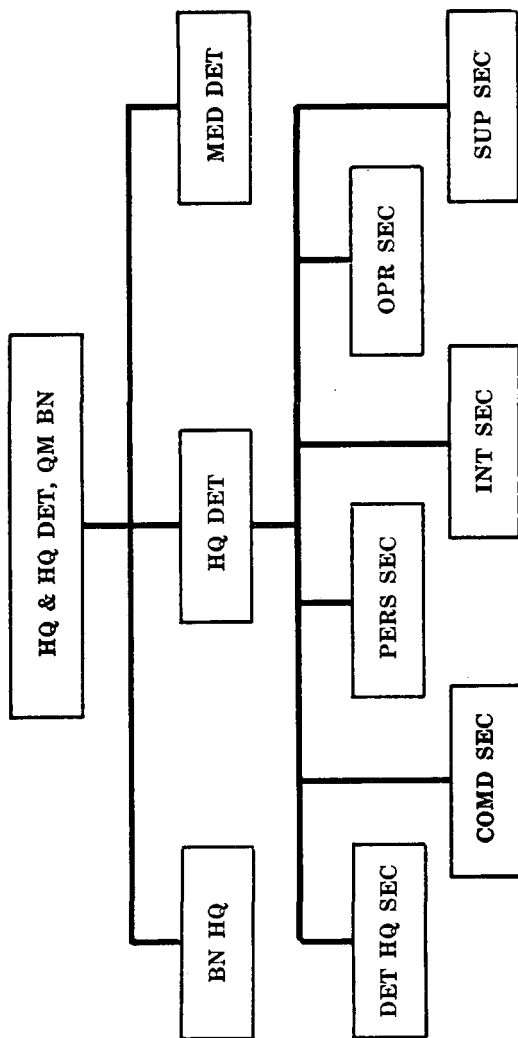


Figure 6. Organizational plan, Headquarters and Headquarters Detachment, Quartermaster Battalion, T/O&E 10-536.

lain, assistant personnel officer, and assistant supply officer. The last two listed are warrant officers. Additional duty assignments that may be assigned to officers of the battalion headquarters or assigned to attached units include special services officer, postal officer, unit censor, and graves registration officer. In accordance with AR 60-5, the chaplain should not be assigned additional duties, including that of graves registration officer, except in emergencies.

c. Officer responsibilities.

- (1) *Commanding officer.* The commanding officer of the battalion headquarters commands the headquarters and headquarters detachment, quartermaster battalion and all units or personnel assigned or attached thereto. He is responsible for the administration, supervision, training operations, and supply of the battalion and the supervision and coordination of assigned or attached units. He evaluates and estimates the needs of the organization and, with the aid of staff officers, plans, makes decisions, and gives orders regarding personnel, discipline, operations, training, and supply. He supervises the execution of his orders and inspects completed work. When the battalion headquarters is operating as a separate detached battalion headquarters, the commanding officer has the authority to appoint special courts martial. Normally, when the battalion headquar-

ters is assigned or attached to a group headquarters, special courts martial is the responsibility of group headquarters.

(2) *Executive officer and intelligence officer (S-2).*

(a) *Duties as executive officer.* The executive officer is second in command of the battalion headquarters and assists the commanding officer in all phases of his work. He acts for the battalion commander in his absence. He transmits decisions of the commanding officer to the appropriate staff officer for the preparation of the necessary staff directives or he may transmit them in the form of orders to those who execute them. He is the principal coordinating agent of the command. He exercises staff supervision and formulates and announces policies for the general operation of the staff. By personal observation he sees that orders and instructions of the commander are executed and, in preparation for future tasks, makes a continuous study of the over-all operations of the battalion headquarters and subordinate units.

(b) *Duties as intelligence officer (S-2).* As intelligence officer (S-2) he should be thoroughly trained in the basic principles of intelligence work. He maintains contact and exchanges information

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with intelligence officers of higher, subordinate, and adjacent units. He distributes all military intelligence information to the commander, interested staff sections, and, when appropriate, to higher, subordinate, and adjacent units.

(3) *Adjutant and personnel officer (S-1).*

The dual responsibility of the battalion adjutant is to serve as adjutant and S-1.

(a) *Duties as adjutant.* As adjutant, his duties include the following:

1. As representative of the commanding officer, coordinating the administration of the organization.
2. Taking action on all official correspondence in accordance with regulations and approved policies of the commander.
3. Initiating action to secure a policy on official correspondence for which no policy has been established.
4. Supervising all office administrative matters, including the coordination of interoffice procedures with subordinate units; and, by personal inspection and instruction, insuring that all administrative records are kept by subordinate units in the prescribed manner.
5. Authenticating and distributing all directives.

6. Maintaining the office of record for the headquarters.

(b) *Duties as personnel officer (S-1).* As personnel officer (S-1) of the organization, his duties include the following:

1. Exercising general supervision of all activities at the headquarters pertaining to classification, assignment, reclassification, reassignment, promotion, transfer, retirement, and discharge of all individuals of the command.
2. Exercising general supervision of the preparation of pay orders, vouchers, applications, and reports relative to pay, travel, allotments, and deductions.
3. Supervising the keeping of all personnel records of the command that are not being kept in a subordinate unit. These records do not include such unit records as sick reports and duty rosters. When directed by the battalion commander, all unit clerks report for duty in the office of the personnel officer (S-1) to assist with the maintenance of unit records of their units.
4. Supervising the preparation of such parts of administrative plans and orders as relate to activities under the supervision of the command and personnel section.

5. Supervising the procuring and replacing of personnel.
 6. Exercising general supervision over leaves of absence and furloughs.
 7. Supervising the compilation of strength reports, statistics, graphs, and other personnel records.
 8. Supervising the preparation of directives awarding decorations, citations, and honors.
- (4) *Personnel officer (warrant officer)*. The personnel officer works under the general supervision of the adjutant who is also personnel officer (S-1). The responsibilities of the personnel officer include the following:
- (a) Assisting the S-1 in directing and supervising activities relating to personnel of the battalion detachment and subordinate units.
 - (b) Inspecting and supervising the preparation and maintenance of records, rosters, correspondence, and reports pertaining to personnel matters.
 - (c) Keeping and maintaining all personnel records of the command that are not being kept in the subordinate units.
 - (d) Preparing pay orders, vouchers, applications, and reports relative to pay, travel, allotments and deductions for the battalion.
 - (e) Supervising matters pertaining to transfers and promotions.

- (f) Supervising classifications and assignment procedures.
 - (g) Preparing such parts of administrative plans and orders as relate to activities under the supervision of the S-1.
 - (h) Procuring and replacing personnel.
 - (i) Authenticating leaves of absence and furlough forms for personnel of the battalion.
 - (j) Compiling strength reports and other personnel statistics.
 - (k) Training clerks for duties in the personnel section.
 - (l) Preparing directives awarding decorations, citations, and honors.
- (5) *Operations officer (S-3)*. The operations officer (S-3) is responsible for planning, coordinating, and supervising operations of the battalion headquarters and subordinate units. He formulates and supervises plans for individual and organizational training and conducts training inspections. His specific duties include the following:
- (a) Making a continuous study of plans and operations and preparing estimates, plans, and directives based thereon.
 - (b) Assisting the commander in selecting operational areas for the subordinate units.
 - (c) As agent for the commanding officer,

consulting with higher headquarters regarding the employment of subordinate units.

- (d) Estimating the capacities of subordinate units.
- (e) Supervising the use of personnel in subordinate units. The operations officer may receive requisitions for work details and prepare work schedules for the distribution of work to the applicable unit.
- (f) Assisting the commander in the inspection of technical operations, when required.
- (g) Supervising training programs for subordinate units, including the preparation of training directives, programs, and memorandums. He also designates training sites and firing ranges.
- (h) Organizing and supervising troop schools.
- (i) Preparing overlays, maps, sketches, and combat orders.
- (j) Planning and supervising movements of headquarters or subordinate units.
- (k) In combined training and operations, coordinating the movement of battalion units with elements outside the battalion command.
- (l) Planning, coordinating, and supervising security and defense measures for administrative installations.

(6) *Operations assistant (S-3) and information and education officer.*

(a) *Duties as operations assistant (S-3).*

The operations assistant (S-3) performs duties as directed by operations (S-3) in matters pertaining to organization, training, and operations. He relieves the operations officer (S-3) of many pressing details which arise in the administration of subordinate units and assists him in keeping close check on the operations of these units. The operations officer (S-3) is responsible that operational goals are reached and maintained by the subordinate units.

(b) *Duties as information and education officer.* As information and education officer, the operations assistant (S-3) has the following primary duties:

1. Advising the operations officer (S-3) and commander on troop information matters.
2. Planning and supervising the troop information program.
3. Distributing materials and conducting briefing conferences for the troop information program on duty discussion hours.
4. Supervising the publication and distribution of the unit newspaper.
5. Preparing and distributing weekly and daily news summaries.

6. Maintaining the troop information center.
 7. Arranging for off-duty troop discussions.
 8. Distributing the Army and theater newspapers.
 9. Advising the commander and operations officer (S-3) on troop educational matters.
 10. Supervising the educational and vocational advisement activities.
 11. Organizing, promoting, and supervising all off-duty nonmilitary educational activities.
- (7) *Supply officer (S-4)*. The supply officer (S-4) is responsible for the coordination of functions pertaining to supply, evacuation, transportation service, and miscellaneous related subjects. He is responsible for the planning and supervision of logistical training of his own section and within the command. His specific duties may include planning, coordination, and supervision of activities pertaining to—
- (a) Determining supply requirements and requisitioning and distributing all supplies.
 - (b) Supplying and maintaining establishments operated by the battalion headquarters.
 - (c) Evacuating personnel.
 - (d) Maintaining equipment and property.
 - (e) Conducting salvage operations.

(f) Collecting and disposing of captured enemy supplies in coordination with intelligence officer (S-2).

(8) *Motor officer and assistant supply officer (S-4).*

(a) *Duties as motor officer.* The battalion motor officer, as a staff officer, is a representative of the commander in his relations with subordinate units and must be cooperative and diplomatic in dealing with these units. He will not assume command of the maintenance personnel of the subordinate units, but should assist such personnel with necessary technical information, including individual and group instruction. In general, the motor officer is responsible for the following:

1. Planning and supervising transportation operations.
2. Keeping the commander advised on transportation matters.
3. Determining the serviceability, completeness, and readiness for operational use of trucks, trailers, and other wheeled equipment in the headquarters and subordinate units.
4. Discovering operators' difficulties with motor vehicle equipment and providing remedies for these difficulties by formal or routine inspections or reports submitted.
5. Supervising and inspecting second

echelon maintenance and repairs of wheeled vehicles.

6. Supervising the basic and advanced instruction of vehicle drivers.
7. Knowing the location and availability of facilities for field maintenance repairs and motor parts supply.
8. Keeping records of maintenance inspections.
9. Informing subordinate unit commanders of the location of the maintenance point in the field.
10. Making recommendations for improvements of motor maintenance and transport operations.

(b) *Duties as assistant supply officer (S-4).*

The duties of the assistant supply officer (S-4) are assumed by the motor officer, who should be able to substitute for the supply officer (S-4) when necessary. He should be thoroughly familiar with the supply procedures for battalion headquarters and subordinate units.

- (9) *Supply officer (Warrant officer).* The supply officer will assist the supply officer (S-4) in providing supplies and equipment for the battalion headquarters and subordinate units. He supervises the requisition, issue, and maintenance of supplies, and prepares necessary records of all items of supply. He prepares and supervises the maintenance of the bat-

talion headquarters property book and other battalion headquarters property records. He reviews the property books of subordinate units.

- (10) *Chaplain.* The chaplain serves the personnel of the battalion headquarters and subordinate units. He conducts appropriate religious services, visits the sick and wounded, is available for consultation at all times, and corresponds with relatives and friends of personnel when necessary.
- (11) *Special services officer.* The special services officer is designated by the battalion commander. His duties include the following:
 - (a) Arranging recreational programs as required.
 - (b) Providing the troops with athletic equipment.
 - (c) Furnishing publications for recreational reading and library service.
 - (d) Cooperating with the American Red Cross in its recreational programs for the troops.
- (12) *Postal officer and unit censor.* The postal officer and unit censor are designated by the battalion commander. Their duties are outlined in TM 12-406.

18. HEADQUARTERS DETACHMENT. a. Definition. Headquarters detachment is a term used in tables of organization to identify the administrative and tactical element of a battalion or larger unit.

b. Organization and personnel. The headquarters detachment of the quartermaster battalion consists of the detachment headquarters, command, personnel, intelligence, operations, and supply sections.

19. DETACHMENT HEADQUARTERS SECTION. a. Purpose. The detachment headquarters section performs administrative, billeting, training, and messing functions for the personnel of headquarters and headquarters detachment, quartermaster battalion.

b. Functions. The functions of the detachment headquarters section include the following:

- (1) Furnishing administrative personnel for the operation of battalion headquarters.
- (2) Preparing miscellaneous reports, orders, and schedules.
- (3) Maintaining the council book and other records for the detachment.
- (4) Providing a postal service for headquarters personnel.
- (5) Providing manpower for the maintenance and security of the headquarters and detachment areas.

c. Organization. The detachment headquarters section consists of the detachment commander, maintenance personnel, mess personnel, truck drivers, and others. The sergeant major serves as first sergeant of the detachment. Eleven enlisted men are assigned to the detachment headquarters section.

d. Duties of personnel.

- (1) *The detachment commander.* The detachment commander is the administrator of the detachment and is responsible for the welfare of the enlisted personnel of the battalion. He works closely with battalion headquarters and coordinates the detachment activities with the requirements of battalion headquarters. The duties of the detachment commander include the following:
 - (a) Making plans and estimates for quarters, mess, and internal operations of the detachment.
 - (b) Coordinating the administrative and operational phases of the detachment to insure adequate housekeeping, at the same time keeping the maximum number of men available for duty.
 - (c) Maintaining detachment headquarters records, including the morning report, punishment book, sick book, and other records.
 - (d) Planning and executing basic training programs for detachment personnel.
 - (e) Taking steps to insure clean and orderly quarters and detachment area.
 - (f) Enforcing disciplinary measures for detachment personnel.
 - (g) Performing other duties assigned.
- (2) *Enlisted personnel.* The enlisted personnel assigned to the detachment headquar-

ters section with their duties are as follows:

- (a) *First and second cooks.* The duties of the first and second cooks are outlined in TM 10-405. Since only the minimum of food service personnel and equipment is provided the headquarters and headquarters detachment, quartermaster battalion, it may be desirable for the battalion headquarters to mess with a subordinate unit. In such a situation, the cooks will perform their duties under the supervision of the mess steward of that mess. It is possible for the battalion headquarters to mess separately but the variations in cooking of food will be limited due to the use of a single field range.
- (b) *Food service apprentice.* The food service apprentice serves with the cooks of the detachment headquarters and assists them in their work.
- (c) *Field lineman.* The field lineman is familiar with wire and cable work of a telephone or telegraph communication system. He can lay, maintain, and pick up wires connecting the switchboard with telephone outlets. He also is substitute switchboard operator. See TM 12-427.
- (d) *Switchboard operator.* The switchboard operator can install, operate, and perform minor maintenance on

the battalion headquarters switchboard. See TM 12-427.

- (e) *Light truck drivers.* The light truck drivers are familiar with all Army vehicles assigned to battalion headquarters and perform driver duties and driver maintenance as required. All personnel of the battalion headquarters should be trained to operate the vehicles assigned to the headquarters. However, operation of vehicles by other than the regularly assigned driver or assistant driver, except in emergency, should be prohibited.
- (f) *Automobile mechanic.* The automobile mechanic is trained and equipped to perform organizational maintenance. He must be able to drive any vehicle in headquarters and headquarters detachment, quartermaster battalion.
- (g) *Orderly.* The orderly performs routine duties such as housekeeping activities and the carrying of messages. He also aids the technicians in the performance of their duties. He should be able to drive a ¼-ton truck.
- (h) *Filler personnel.* The two filler personnel may be assigned to the detachment headquarters section for training in organizational duties as required. They may perform duties such as those of room orderlies or guards.

20. COMMAND SECTION. a. Purpose. The command section is the administering and coordinating section of battalion headquarters and is under the technical control of the executive officer and the adjutant.

b. Functions. The functions of the command section include the following:

- (1) Routing incoming communications to the proper sections.
- (2) Preparing outgoing directives and communications for dissemination to the subordinate units.
- (3) Replying to or taking appropriate action on correspondence for which the section is responsible.
- (4) Maintaining a battalion headquarters mail and message center and records pertaining thereto.
- (5) Inspecting administrative records of subordinate units when directed to do so.
- (6) Assisting in the operations of the detachment headquarters as required.

c. Organization and duties of personnel. The command section consists of six enlisted men as follows: the sergeant major, a stenographer, a mail clerk, a typist clerk, a light truck driver, and a chaplain's assistant.

- (1) *Sergeant major.* The sergeant major is the routing clerk of the battalion headquarters. He sends correspondence to interested elements and disseminates directives. He is directly responsible for

the supervision of personnel in the command section. He serves as administrative assistant to the adjutant and is responsible for the proper submission to the adjutant of all incoming and outgoing correspondence. He places on the adjutant's desk one copy of all publications received. He maintains a suspense file on all correspondence, the duty roster, the sick book, and other records incidental to the operation of the headquarters and the detachment. He prepares routine indorsements for correspondence to be answered by the adjutant. He may route correspondence to other sections for drafts of indorsements. He maintains, with the help of the clerks, all necessary files and prepares and maintains records required by Army Regulations. He prepares or causes to be prepared all necessary reports for prompt submission to group or higher headquarters. He is responsible for the physical condition of the office. The sergeant major also serves as first sergeant of the detachment. His duties as first sergeant are outlined in TM 12-250 and TM 12-255.

- (2) *Stenographer.* The stenographer in the command section takes dictation and prepares, on the typewriter, all necessary letters and reports.
- (3) *Mail Clerk.* Under the supervision of

the sergeant major, the mail clerk is in charge of the message center. He performs duties in connection with the distribution of mail to the battalion headquarters and subordinate units. He must be able to drive one of the 1/4-ton trucks used in the command section.

- (4) *Typist clerk.* The typist clerk performs typing duties for the entire headquarters. Under the supervision of the sergeant major, he maintains the files of the headquarters, keeps a suspense file of his own work, and keeps records of the requirements for all reports.
- (5) *Light truck driver.* The light truck driver, in addition to his duties as driver, assists in maintaining the vehicular equipment of the organization. He is available at all times as a messenger and for other duties as assigned.
- (6) *Chaplain's assistant.* The chaplain's assistant performs clerical and typing duties for the chaplain. He performs other duties as required.

21. PERSONNEL SECTION. a. Purpose. The personnel section initiates, processes, records, and maintains the personnel records and reports of the battalion. For this purpose, the strength of the personnel section is augmented by personnel of assigned or attached units. The section also performs any other routine duties which may be allotted to it.

b. Functions. The functions of the personnel section include the following:

- (1) Preparing and maintaining records, rosters, correspondence, and reports pertaining to personnel matters.
- (2) Maintaining service records of personnel of the battalion headquarters and records of officer personnel.
- (3) Inspecting and supervising the maintenance of records of subordinate units.
- (4) Requisitioning, transferring, promoting, and demoting personnel.
- (5) Preparing pay orders, vouchers, applications, and reports relative to pay, travel, allotments, and deductions for the battalion.
- (6) Performing other duties assigned.

c. Organization. The personnel section consists of the personnel officer (warrant officer), a personnel sergeant, and a personnel management technician (see par. 17c (3) (b), and par. 17c (4)).

- (1) *Personnel sergeant.* The personnel sergeant carries out the directions and policies of the personnel officer. Specifically, he is charged with checking and supervising all reports and rosters prepared by the personnel section. He prepares necessary correspondence for the approval of the personnel officer. He instructs other personnel clerks in the performance of their duties and assists the personnel officer in the instruction of

personnel clerks of subordinate units in the preparation and maintenance of unit personnel records. He should be prepared to do all types of work in the personnel section.

- (2) *Personnel management technician.* The personnel management technician assists in classifying and assigning enlisted men, selecting qualified men for special school training, recording and coding classification records, and administering classification tests.

22. INTELLIGENCE SECTION. a. Purpose. The purpose of the intelligence section is to collect, evaluate, interpret, and disseminate information concerning the enemy.

b. Functions. The functions of the intelligence section include the following:

- (1) Gathering information about the enemy and the terrain through research and investigation.
- (2) Preparing reports on investigation and research.
- (3) Interviewing persons believed to have valuable military information about the enemy.
- (4) Keeping higher headquarters informed of intelligence activities.

c. Organization and duties of personnel. The intelligence section consists of a sergeant who works under the supervision of the battalion ex-

ecutive and intelligence officer (S-2). A truck driver may assist the sergeant in his field activities. The intelligence sergeant should be capable of performing intelligence duties as outlined in TM 12-427.

23. OPERATIONS SECTION. a. Purpose. The operations section, under the supervision of the operations officer (S-3), plans and supervises the employment, operations, and training of the attached or assigned units.

b. Functions. The functions of the operations section include the following:

(1) *Operations.*

- (a) Formulating plans for operations of subordinate units.
- (b) Promulgating directives to secure the maximum efficiency of operations.
- (c) Preparing work schedules for subordinate units and coordinating their work.
- (b) Inspecting operations and training of subordinate units.
- (e) Preparing operational reports and records.
- (f) Performing other duties assigned.

(2) *Information and education.*

- (a) Formulating plans for information programs.
- (b) Coordinating and supervising the information program.
- (c) Making facilities available for pres-

entation of films, exhibits, lectures, radio broadcasts, and transcriptions.

- (d) Cooperating with and supervising the publication of a battalion newspaper.
- (e) Maintaining a library of current information material.
- (f) Planning, organizing, and administering off-duty education programs.
- (g) Performing other duties assigned.

c. Organization. The operations section consists of an operations sergeant, an operations clerk, and an information and education clerk, all of whom work under the supervision of the operations officer (S-3).

d. Duties of personnel.

(1) *Operations sergeant.* The operations sergeant works under the supervision of the operations officer (S-3) and assistant operations officer (S-3). The duties of the operations sergeant include the following:

- (a) Preparing plans for the operations of attached units.
- (b) Receiving and evaluating operational reports on activities of attached units.
- (c) Preparing charts, reports, and statistical records showing the work output and accomplishments of attached units.
- (d) Forwarding operational data as required by higher headquarters.
- (e) Supervising the typing and clerical

work required in the preparation of orders.

- (f) Preparing map overlays and sketches.
- (2) *Operations clerk.* The operations clerk performs typing and clerical duties for the section.
- (3) *Information and education clerk.* The information and education clerk works with the information and education officer. He performs clerical duties as required.

24. SUPPLY SECTION. a. Purpose. The supply section serves as a supply center for the headquarters detachment and subordinate units.

b. Functions. The functions of the supply section include the following:

- (1) Processing, editing, and consolidating requisitions for supplies for subordinate units.
- (2) Requisitioning, receiving, and issuing supplies.
- (3) Initiating requests for supplies for battalion headquarters.
- (4) Preparing, recording, and maintaining the administrative records pertaining to supply.
- (5) Checking and directing the proper maintenance of all supply records maintained by the subordinate units, when directed by supply officer (S-4).
- (6) Complying with the latest changes in

supply procedure announced in regulations and directives.

- (7) Maintaining close liaison with sources of supply.
- (8) Receiving and disposing of salvage items.
- (9) Keeping a library of pertinent supply publications up to date.
- (10) Organizing, maintaining, and supplying the motor transport of battalion headquarters.
- (11) Inspecting the maintenance of motor transport of subordinate units.

c. Organization. The personnel of the supply section consists of the supply officer (warrant officer) and seven enlisted personnel (see par. 17c(7), (8), and (9)).

(1) *Supply sergeant.* The duties of the supply sergeant include the following:

- (a) Assisting in making arrangements for and maintaining supervision of supplies, including distribution.
- (b) Supervising and maintaining administrative records pertaining to supply when directed to do so.
- (c) Checking and inspecting frequently all supply records maintained by the attached units, as directed by the supply officer.
- (d) Instructing personnel in current supply procedures.
- (e) Receiving and disposing of salvaged items.

- (f) Supervising the requisitioning and issuing of rations as directed by the supply officer.
 - (g) Assisting the detachment commander in the maintenance of supply forms and records for headquarters detachment.
- (2) *Motor sergeant.* The motor sergeant advises the motor officer on all matters pertaining to motor transport and motor transport supplies. He is directly responsible to the motor officer for the efficient operation of all vehicles assigned to headquarters and headquarters detachment, quartermaster battalion. He assists the motor officer in conducting inspections of vehicles of the battalion headquarters and subordinate units. He prepares reports on the results of inspections of vehicles of both battalion headquarters and subordinate units. He maintains records of vehicle availability and daily operations.
- (3) *Technical supply sergeant.* The technical supply sergeant assists with the requisitioning, receipt, transport, and issue of operational supplies and equipment for the subordinate units. He assists in obtaining supplies to further the technical operations of attached units such as bakery, laundry, and bath companies. His duties are discussed in TM 12-427.
- (4) *Assistant supply sergeant.* The assistant

supply sergeant works with the supply sergeant and assists him in the performance of duties. He may also work with the technical supply sergeant as required. He should be qualified to substitute for them in their duties when necessary.

- (5) *Supply clerks.* Two supply clerks perform various clerical and stock-handling duties in connection with the receipt, issue, and shipping of general supplies and equipment in the supply section of battalion headquarters. In general, their duties include:
 - (a) Checking incoming and outgoing supplies against items listed on requisitions, invoices, issue slips, and turn-in slips by counting, grading, or weighing articles involved.
 - (b) Receiving and issuing supplies as directed by the supply officer.
- (6) *Light truck driver.* A light truck driver is assigned to the supply section. Although his primary duty is that of light truck driver, other duties may be assigned by the supply officer.

25. MEDICAL DETACHMENT, QUARTERMASTER BATTALION. **a. Organization.** The medical detachment, quartermaster battalion, consists of a medical officer, a dental officer, and seven enlisted men.

b. Services. The medical officer is responsible for the medical well-being of the command. He

examines, diagnoses, and treats members of the battalion. He also makes periodic inspections of the sanitary facilities of the detachment and the subordinate units and of the mess facilities of the units. The dental officer makes periodic inspections of the teeth of the personnel and treats or extracts as required. Medical detachment personnel must be able to furnish adequate medical aid whether the battalion is performing technical operations deep in the communications zone, supporting troops engaged in combat operations, or assigned to a rest camp. The medical detachment operates a dispensary to take care of sickness and accidents. If it is impracticable to provide medical service for subordinate units located at long distances or over rugged terrain, the battalion medical officer will arrange with higher headquarters for such services. Upon recommendation of the battalion medical officer the battalion commander designates the location of the battalion dispensary. The battalion headquarters then notifies the subordinate units of the location of their dispensary.

CHAPTER 4

TRAINING

26. GENERAL. A well-conducted training program for a headquarters and headquarters detachment, quartermaster battalion, is indispensable in developing a well-organized, smooth-working unit capable of performing its supervisory and administrative mission under all conditions in the field. Careful training of the personnel of battalion headquarters and subordinate units is just as important as the training of the personnel of a combat unit. The training of the battalion headquarters and its subordinate units must be systematic and thorough so that the mission of supporting the combat elements will be effectively accomplished.

27. RESPONSIBILITY. a. Command responsibility. The responsibility for training is a command function and rests upon the battalion commander. In assisting the commander in the exercise of his command, the staff and unit officers are concerned with the problems and methods of training the subordinate units. The battalion commander is responsible that the training of battalion headquarters and subordinate units conform to directives issued by higher headquarters.

b. Delegation of responsibility. After the commanding officer states his policies, the training is planned and supervised by the operations officer (S-3). The operations assistant (S-3) works with the S-3 in the preparation of training schedules and the supervision of the training program. After the training program has been published, it is conducted by individual unit commanders.

28. CONDUCT OF TRAINING. The conduct of training is explained in FM 21-5 and the techniques of instruction in TM 21-250.

29. INDIVIDUAL TRAINING. Individual training of quartermaster personnel is divided into basic military training and basic technical training. Normally such training is given at training centers.

a. Basic military training. Basic military training develops in the men ability to understand and apply elementary military techniques and tactics. General subjects common to all branches are included. Basic military training for quartermaster troops is provided in the Army Training Programs (ATP) of the 21-series as directed.

b. Basic technical training. Basic technical training develops in the men facility in the use of tools and skill in the performance of quartermaster technical operations. Mobilization Training Program (MTP) 10-1, Mobilization Training Program for Quartermaster Enlisted Personnel of the Army Service Forces (20 Sep 45) is used for the individual basic technical training of quartermaster soldiers.

30. UNIT TRAINING. a. Authority. When the headquarters and headquarters detachment, quartermaster battalion, is activated, MTP 10-2, Mobilization Training Program for Quartermaster Units of the Army Service Forces (10 May 45), is required for the unit technical training of the organization. Advanced unit training is prescribed in MTP 10-3T, Mobilization Training Program for Advanced Unit Training of Quartermaster Units of the Army Service Forces (19 Mar 46) and must be ordered by proper authority.

b. Unit technical training.

- (1) Unit technical training familiarizes the men with the organization of battalion headquarters, gives them an understanding of their place and responsibility in the headquarters, and assists them in the performance of their duties. Assigned personnel should have a clear picture of the means provided within the battalion headquarters for the supervision and administration of subordinate units.
- (2) When the sections have been set up, the men should become familiar with the operations of their own section and its relationship to other sections. Personnel of the battalion headquarters must be familiar with the elements of staff procedure—personnel, intelligence, training and operations, and logistics. Usually the battalion headquarters is not notified beforehand of the types of units to be assigned or attached to it.

Practically all types of quartermaster units may be eventually assigned to the battalion headquarters and the men should be thoroughly trained in handling the problems of each type of unit.

- (3) After the section personnel are acquainted with the standing operating procedure of the headquarters, they are instructed in the performance of their duties.
- (4) Progressive training should make clear the responsibilities of the various echelons of command and integrate all elements of the battalion headquarters into a working unit.

31. REFRESHER MILITARY TRAINING. a. Battalion headquarters.

- (1) Battalion headquarters personnel are given refresher military training as directed by the commander or higher authority. Schedules for training are prepared by the operations officer (S-3) in accordance with instructions in FM 21-5. These schedules, based on material in the applicable mobilization training program, make maximum use of local training facilities. In some cases it may be found practicable to allot 30 minutes a day for 5 days each week to refresher military training, while in other cases it may be more desirable to devote part of a day or night each week.

- (2) Periods may be allotted on the training schedules for the review of military training fundamentals and for instruction in the operation and maintenance of organizational weapons. These periods of military training also provide opportunity for physical conditioning exercises and for the review of security and defense measures outlined in the battalion's standing operating procedure.

b. Subordinate units. Refresher military training schedules for subordinate units are usually prepared by the subordinate units as shown in FM 21-5, and submitted to the battalion headquarters for approval or suggested changes. Unit commanders have the responsibility of fulfilling the training schedules they prepare. The battalion training officer (S-3) makes periodic checks to see that the schedules are being followed. Fundamentals of military courtesy, discipline, and training are emphasized, but any phase of military training that appears to have been neglected may be included in the training schedules.

32. ADDITIONAL TECHNICAL TRAINING. a. Battalion personnel.

- (1) *General.* Additional technical training of personnel at battalion headquarters, though necessary occasionally, should not be a problem. The battalion headquarters is an aggregation of skilled occupational specialists and technicians.

Direction of training should be towards the welding of these technical specialists into a military organization, disciplined to a chain of command. Noncommissioned officers should be familiar with administrative procedures and the preparation of reports, records, directives, and other items in their sections. In addition to his assigned job, each enlisted man must be trained to perform the duties of the next higher grade.

- (2) *Training for individuals.* Additional technical training for battalion headquarters personnel should stress the following:
 - (a) Adequate and timely administrative service to supported units.
 - (b) Development of coordination in operations with other sections of battalion headquarters, with assigned or attached units, and with higher headquarters.
 - (c) Ability to perform more than one job in the headquarters.
 - (d) Accurate knowledge of all directives and ability to interpret them correctly.
 - (e) Leadership ability to carry on a task alone if necessary.
- (3) *Training as an organization.* Additional technical training for the headquarters as a whole should stress the following:
 - (a) Development of coordination of operations within the headquarters.

- (b) Improvement of administrative procedures within the headquarters.
- (c) Efficient planning and use of time, manpower, and materials.

b. Subordinate unit personnel.

- (1) *General.* The need for additional technical training for personnel of the subordinate units is estimated by the battalion commander by personal inspections, reports of staff officers, analyses of training records, estimates of future operational needs, and advice from higher authority. The training plan is announced in training programs issued by the battalion commander. Schedules are prepared accordingly by the subordinate units with the supervision and advice of the S-3.
- (2) *Training for individuals.* Additional technical training for individuals in subordinate units should stress—
 - (a) Development and improvement of individual techniques within the subordinate unit.
 - (b) Efficient planning and use of time, manpower, and materials.
- (3) *Training as an organization.* Additional technical training for a subordinate unit as an organization should emphasize—
 - (a) Development of coordination of operations within the subordinate unit.
 - (b) Improvement of administrative procedures within the subordinate unit.

- (c) Efficient planning and use of time, manpower, and materials.
- (4) *Analyses and inspections.* In order that training of subordinate unit personnel may be carried on efficiently, the responsible staff officer should make a continued analysis of work methods so that fundamental work techniques that result in the saving of time and manpower may be developed. The staff officer should satisfy himself by frequent inspections that the technical training schedules are being followed by the subordinate units.
- (5) *Troop or unit schools.* Troop or unit schools for the training of personnel in subordinate units may be authorized by higher authority and organized and directed by the battalion headquarters or may be initiated and conducted by battalion headquarters. Training varies with the types of units assigned. Advantage should be taken of skills and knowledge previously acquired by the men, by using those men as instructors. Such subjects as principles of motor operations, Army administration, carpentry, cooking, and mess supervision are suitable for troop school instruction.

33. COMBINED TRAINING. Combined military training of the battalion headquarters and subordinate and adjacent units is directed by higher authority. In the theater of operations combined

training may be necessary occasionally for defensive or offensive preparations.

34. CONTINUITY OF TRAINING. Although little opportunity for continuous training will exist in a theater of operations, battalion commanders should keep both military and technical training programs up to date for immediate use. Normally, a lull in combat operations will permit the resumption of military or technical training.

35. INSTRUCTIONAL MATERIAL. Lists of Department of the Army publications and visual training aids for conducting quartermaster training are given in SR 310-20 series, in FM 21-7, and in FM 21-8. Field manuals, technical manuals, and other Department of the Army publications explaining the training and operations of quartermaster units should be collected in the detachment library and made available to interested personnel. Training films, film strips, graphic portfolios, and other valuable aids to instruction (usually available through higher headquarters) are employed where practicable. References to instructional material also may be found in Army Training Programs.

36. TRAINING RECORDS AND REPORTS. Training records and reports are maintained in battalion headquarters by S-3. The training records and reports from subordinate units are valuable when there is a need to ascertain unit training progress or to plan future unit training programs. They are also useful when higher headquarters makes

a request for training data. Training reports submitted by the units may be, for example, simple reports of attendance at a training film showing or lecture, or more complicated reports of practice firing. Training records maintained by battalion headquarters may be unit reports of training accomplishments or consolidations of these reports over predetermined periods.

37. OFFICER TRAINING. a. General. An aggressive attitude toward the performance of duties is of primary importance in an officer. All battalion officers should cultivate boldness, energy, ingenuity, and initiative. Officer training for duties in a quartermaster battalion headquarters is acquired through service school training or practical experience. However, without an aggressive, positive attitude toward the performance of duties, such training or experience is of limited value. In addition to an alert, decisive attitude, officer training should emphasize the following:

- (1) A broad comprehensive knowledge of quartermaster service and battalion headquarters operations and a thorough knowledge of the organization, capabilities, and functions of all quartermaster units.
- (2) Ability to make a logical and concise estimate of the situation and write logical and concise orders.
- (3) A knowledge of military and staff terms.
- (4) Familiarity with the operation and maintenance of individual and organiza-

tional weapons of the battalion headquarters and units.

- (5) Understanding of the procedures necessary for the defense of the battalion headquarters and subordinate units.
- (6) Familiarity with the terrain where the battalion operates. Difficult places, routes of communication, and alternate routes should be noted.
- (7) Ability to plan and lead troop movements by day and night.
- (8) Thorough knowledge of map reading and use of the compass.
- (9) Knowledge of first aid.
- (10) Ability to assist enlisted men in solving personal problems.

b. Schools.

- (1) The planning of troop schools for officers in subordinate units depends upon the type of mission being undertaken. Instruction of officers in units having a single or related mission may be consolidated into one school. Several schools carried on at the same time will usually be necessary for officers serving in units with unrelated missions.
- (2) Officers may acquire valuable knowledge in the various schools of the military educational system (see AR 350-5). Officer conferences arranged by higher commands also are valuable additions to training.

c. Self-study. Self-study of military subjects, in addition to attendance at troop schools, is necessary for all officers. Only by self-study after duty hours can an officer keep abreast of latest military doctrine and perform his tasks successfully.

38. TRAINING OF NONCOMMISSIONED OFFICERS.

Noncommissioned officers should be able to instruct enlisted men in their technical qualifications and should be given opportunity to exercise command functions to develop leadership, initiative, and a sense of responsibility. Noncommissioned officers who fail to attain or maintain acceptable standards of performance should be **removed**. The failure of a noncommissioned officer to supervise a job efficiently casts a reflection on the ability of the noncommissioned officers as a whole and the efficiency of the unit concerned and eventually lowers the morale of the battalion. Troop schools are useful to instruct the noncommissioned officers in their duties and teach them correct methods and procedures.

CHAPTER 5

SECURITY AND DEFENSE

39. GENERAL SECURITY. a. Responsibility. The battalion commander is responsible for supervising and coordinating the security plan for the battalion headquarters and subordinate units. Each unit commander is responsible for the defense of his unit area and such other installations as may be assigned to the unit by the over-all plan. The battalion commander must approve security plans of subordinate commanders.

b. Security and defense measures. Headquarters and headquarters detachment, quartermaster battalion, and its subordinate quartermaster units have a limited number of weapons for active defense measures against surprise attack by infiltrating enemy troops. However, the battalion headquarters and its units depend primarily on passive defense for security. Concealment of the headquarters and subordinate unit installations or bivouac areas from enemy observation is a primary defense measure, and all camouflage precautions should be taken. In addition to working out plans against infiltration and plans for cover and concealment, the battalion headquarters and its subordinate units should be prepared for defense against air and ground attack. The bat-

talion commander must know the number of defensive weapons and amount of effective firepower he has available at all times. He must have accurate knowledge of the amount and location of defensive shelter. In all situations he must endeavor to protect his men by passive and active defense measures against surprise and annoyance by the enemy. Every man in the headquarters and subordinate units should understand thoroughly the principles of passive and active defense, including map reading, the use of weapons, the destruction of supplies and equipment, the use of camouflage and cover, and resistance against ground or air attack. All normal instructions should be included in the battalion standing operating procedure.

c. Coordination of defense. Coordination of defense is necessary since headquarters and headquarters detachment, quartermaster battalion, is a small administrative organization and does not have the weapons necessary for active defense of an installation or bivouac area. Battalion commanders should coordinate security and defense measures with those of subordinate and/or adjacent unit commanders. The objective should always be to avoid the enemy when such avoidance will not hinder the battalion mission.

d. Weapons.

- (1) The headquarters and headquarters detachment, quartermaster battalion, is armed with thirty-eight M2 carbines, six M8 grenade launchers, two M20

rocket launchers, and two caliber .45 automatic pistols.

- (2) Battalion headquarters personnel should be organized into an adequate number of alternate teams trained to use the two M20 rocket launchers provided in the T/O&E.

e. Camouflage. Camouflage is a principal defense method for battalion headquarters. References giving details for proper camouflage procedures are given in appendix IV.

f. Demolition.

- (1) Demolition of supplies and equipment is a command function and is done only on orders from higher authority. Demolition of quartermaster supplies and equipment follows procedures outlined in TB QM 27. Vehicles are destroyed according to procedures prescribed in the technical manuals accompanying them.
- (2) Demolition tasks should be guided by the following principles:
 - (a) As much material as possible should be evacuated before demolition.
 - (b) Methods must be adequate, easy to perform, and flexible.
 - (c) Destruction should be as complete as possible. The same essential parts must be destroyed on all like units to prevent reconstruction or cannibalization by the enemy.

- (d) Adequate safety precautions must be taken to protect the personnel involved.
- (3) When operating a quartermaster depot or supply point, the battalion headquarters should perfect a detailed demolition plan. The plan should be worked out in advance by the S-3, so that, if necessary, destruction can be carried out in a deliberate and orderly manner, usually by operating personnel.

g. Land mines and booby traps. Detailed information is given in FM 5-31 on the use of land mines and booby traps. Battalion headquarters and subordinate units may use these weapons to strengthen defensive positions.

40. DEFENSE AGAINST GROUND ATTACK. a. Installation defense.

- (1) If a battalion headquarters is employed at a depot where the depot commander is responsible for the defense plan, it assumes no responsibility for the installation defense plan but merely furnishes troops and carries out the orders of the depot commander.
- (2) If a battalion headquarters is responsible for the defense of an installation, measures to provide a defense plan should be taken immediately after the installation has been established. Surprise attacks are possible by combat vehicles, ground troops, airborne troops, and saboteurs.

Personnel of battalion headquarters must be trained to take their defensive posts immediately upon warning of an enemy attack, and a plan must be worked out to call subordinate or adjacent units for assistance. To defend an installation in the combat zone, it may be necessary to construct defensive works, such as foxholes, road blocks, and antitank ditches, and improve natural obstacles with artificial obstacles, including mine fields and barbed wire. Engineer troops often are available to supervise and advise on defensive measures and lay and remove mine fields and booby traps.

b. Bivouac defense.

- (1) When a battalion headquarters operating in a communications zone arrives at a bivouac area, guards are posted, headquarters tentage, if used, is erected and camouflaged, and individual tents are pitched and camouflaged. When the battalion headquarters operates in a combat zone, personnel should, in addition, dig foxholes.
- (2) In event of a surprise attack, subordinate units are called upon for support. When warned of advancing superior forces, the battalion headquarters and its units may fall back to a safer position.

c. March security and defense. When the battalion headquarters moves separately, the battal-

ion commander is responsible for proper security and defense measures and should orientate the unit before starting. When the movement is made in a convoy, the convoy commander is responsible for the defense and should orient each unit before starting. Entrucking, detrucking, dispersion when attacked, and other elements of convoy security are described in FM 25-10.

41. DEFENSE AGAINST AIR ATTACK. Headquarters and headquarters detachment, quartermaster battalion, is not equipped or organized for the employment of effective active defense measures against air attack. Small-arms fire may be used against plane attack if higher headquarters so authorizes. However, passive defense measures are effected by—

a. Dispersing storage facilities of an installation or area.

b. Camouflaging structures and storage areas by concealment or deception.

c. Making maximum use of terrain, since rolling hills and wooded land facilities concealment of building and storage areas.

d. Enforcing rigid discipline concerning lights.

e. Controlling the use of fires to avoid disclosures of positions by smoke.

f. Brushing out vehicle tracks.

g. Digging foxholes and building personnel shelters.

42. DEFENSE AGAINST CHEMICAL ATTACK. Defense against chemical attack (see FM 21-40) is accom-

plished by the employment of the following measures:

a. Training all personnel in the use of the gas mask, protective clothing, and other means of individual protection.

b. Instructing all personnel in their duties during a chemical attack.

c. Holding frequent gas mask drills.

d. Building gasproof, bombproof shelters.

e. Training all personnel in decontamination methods.

f. Frequently inspecting gas masks and repairing and replacing, if necessary.

CHAPTER 6

ADMINISTRATION AND OPERATIONS

Section I. GENERAL PROCEDURES

43. ASSIGNMENT OF A MISSION. The administrative and operational activities of headquarters and headquarters detachment, quartermaster battalion, result from the assignment of a mission or task by higher headquarters. The accomplishment of this mission normally requires the assignment or attachment of several subordinate units.

a. Preliminary procedures. If the battalion headquarters is assigned a mission which has not been undertaken previously, the battalion commander has several duties to perform before he is ready for operations. He should—

- (1) Select a site for the battalion headquarters and operational sites for the subordinate units.
- (2) Work out a standing operating procedure covering the new mission.
- (3) Allocate missions to subordinate units.
- (4) Arrange for communication facilities with higher headquarters and subordinate units.
- (5) Set up security, fire protection, and camouflage measures.

b. Procedures when taking over. If the battalion headquarters is taking over operations from another battalion headquarters, the commander responsible for taking over the assignment should—

- (1) Find out the type and scope of the mission to be performed.
- (2) Obtain general information regarding the units to be controlled.
- (3) Arrive at an agreement as to the time to take over the control of the subordinate units.
- (4) Work out a standing operating procedure covering the new mission.
- (5) Allocate missions to the subordinate units.
- (6) Arrange for communication facilities with higher headquarters and subordinate elements.
- (7) Set up security, fire protection, and camouflage measures.

c. Procedures during operations. After operations begin, the battalion commander must see that—

- (1) His headquarters performs its administrative work smoothly.
- (2) Subordinate units accomplish their mission with as little interference as possible.
- (3) Higher headquarters is kept accurately informed of operational accomplishments.

d. Procedures when reassigned. When the battalion headquarters' mission is finally completed

and a task has been assigned at a new location, the battalion commander should see that—

- (1) The area is thoroughly policed.
- (2) The engineer delegated supervising responsibility is notified if the area is a camp, cantonment, or public building.
- (3) Latrines are closed and normal policing is carried out if the area is in the field and troops are bivouacked.

e. Procedures when relieved. If the battalion headquarters is being relieved by another battalion headquarters, the commander of the relieved battalion headquarters should cooperate with the relieving battalion headquarters in every possible way.

44. SUPERVISION OF SUBORDINATE UNITS. Supervision of subordinate units is accomplished by means of written directives issued from battalion headquarters, verbal orders, reports from subordinate units, conferences with staff and unit officers, and frequent inspections of unit personnel, administration, and operations.

a. Directives. Directives, used in much of the administrative work of battalion headquarters, include general orders, special orders, and memorandums. Directives must be carefully prepared so that the individuals receiving them can understand them completely and quickly. Directives should be examined for clarity, practicality, and conformity with established policies and directives from higher headquarters. A checklist cov-

ering all essential points in the preparation of directives should be prepared by the staff officers concerned. The commanding officers should supervise the preparation of orders and memorandums in order to prevent the circulation of unnecessary or duplicating orders and thus keep subordinate units from being overburdened with orders. Staff officers should check the results obtained from the publications of directives to see that they are properly executed and enforced.

b. Verbal orders. Verbal orders may be necessary to carry out the technical operations of the organization during emergencies but should be confirmed by written directives without delay. Since staff officers issue orders in the name of the commander, the staff officer issuing the verbal instruction should make a written note of the event and promptly inform the battalion commander.

c. Reports. Types of reports which may be required from subordinate units are outlined in section II of this chapter.

d. Conferences. Conferences with staff and unit officers are arranged by the battalion commander for the control and coordination of operations in the subordinate units. Such conferences are dictated by the situation and should be held only when necessary.

e. Inspections. Inspection responsibilities of battalion headquarters are discussed in section IX of this chapter.

45. COORDINATION. a. General. Coordination is the act of supervising, regulating, and combining to achieve the best results. With coordination, the battalion headquarters and its assigned or attached units work together as a smooth, harmonious team. Within the headquarters an understanding of the responsibilities of each of the staff officers and their sections must exist. Headquarters should not plan or take any action affecting the mission of subordinate units without consulting and informing the units. Coordination is achieved by informal meetings and conversations to adjust and resolve differences, by reports of operations and activities in the subordinate units, by preparing and studying information derived from the compilation of data, and by conferences.

b. Staff coordination. Battalion staff officers can supervise and coordinate operations more efficiently by becoming thoroughly familiar with staff procedures in the various sections of the battalion headquarters and with the duties of fellow staff officers. Staff duty assignments will differ with the control of different type units.

c. Coordination of subordinate units. Battalion headquarters must be prepared to coordinate the work of the subordinate units under many different situations. For instance, the battalion headquarters controlling the operations of several bakery companies may be required to coordinate the operations of the baking facilities with class I supply points so that bread will be available at the desired time and place. Likewise, battalion headquarters may have coordinating responsibil-

ity in the control of both companies. In controlling this type of unit, battalion headquarters must maintain close liaison with higher headquarters, for it must know the general location of all troops to be serviced and keep well informed concerning troop movements in order to serve the troops properly. In fast-moving situations the importance of coordination of movements and proper dispersion of units for allocation of work becomes paramount. Battalion commanders must maintain constant liaison with the corps or army quartermaster so that troops and operations may be supervised efficiently. Coordination difficulties sometimes arise when subordinate units are performing greatly diversified functions in a widely scattered area. Better results may be obtained by consolidating units as much as possible or moving them into an area with better communications.

46. STAFF ASSIGNMENTS TO HIGHER HEADQUARTERS. In the case of a shortage of officers, battalion commanders may be designated to serve as staff officers for the group headquarters commander, in addition to performing duties as commanders of their battalions. For instance, the commanding officer of an assigned subordinate quartermaster battalion might be placed in immediate charge of class I, II, and IV supply operations within control of a quartermaster group headquarters. Another commanding officer of a subordinate quartermaster battalion, if a specialist in class III supplies, might be given the responsibility of supervising and coordinating class III supply operations in the same area.

47. UTILIZING MANPOWER. The supervision and coordination responsibilities of battalion headquarters should be directed toward making full use of available manpower. Some types of quartermaster units, such as the salvage company, may not be fully employed at all times. When this type of unit is not operating to full capacity, the idle personnel should be placed in other jobs. In another instance, when operating a quartermaster depot, a lessening of the work load may make it feasible to withdraw certain units from the depot for other duties. When no work load is existent the available time should be utilized in refresher training and maintenance of clothing and equipment. Care should be constantly exercised to use a minimum number of the troops for administrative and housekeeping duties. Battalion commander should examine and analyze operational reports and production records and make inspections frequently to make sure that manpower is being fully used.

**Section II. RECORDS, REPORTS, AND FORMS
MAINTAINED BY HEADQUARTERS AND
HEADQUARTERS DETACHMENT,
QUARTERMASTER BATTALION**

48. RECORDS AND REPORTS. a. Types. The records and reports normally in greatest use for frequent reference in headquarters and headquarters detachment, quartermaster battalion, include the following:

- (1) Morning report.
- (2) Council book.

- (3) Unit property record.
- (4) Daily sick report.
- (5) Duty roster.
- (6) Individual clothing request records.
- (7) Individual clothing records.
- (8) Weekly collection and delivery sheet, quartermaster laundry.
- (9) Monthly roster and statement.
- (10) Service record.
- (11) Extract from service record.
- (12) Qualification card.
- (13) Guard report.

b. References. The morning report is prepared in accordance with provisions of AR 345-400. For guidance in the preparation of other DA AGO forms, see TM 12-250 and TM 12-255.

49. MISCELLANEOUS REPORTS AND RECORDS. Other reports and records kept by headquarters and headquarters detachment, quartermaster battalion, include the journal, a situation map, graphs, progress reports, the policy file, statistical compilations, and operational reports as required.

a. Journal. The journal of battalion headquarters is prepared daily and contains a brief chronological record of activities of the headquarters and subordinate units. The entries may be supplemented by supporting messages, orders, and re-

ports. A sample battalion headquarters journal follows:

HQ 94TH QUARTERMASTER BATTALION

FROM 1600 25 Jun

Hour and date

TO 1600 26 Jun

Hour and date

PLACE APO No. 464

JOURNAL

1. Hq & Hq Det 94th QM Bn with atchd medical commenced operations as separate orgn 251600 Jun—with no atchd companies. Under operational control Mountain Redeployment Tng Area.

2. Col. Smith attended daily meeting of commanding officers at MRTA and obtained information on training requirements and policies of MRTA.

3. Medical detachment treated 7 men on sick call.

JOHN SMITH

Lt. Col., QMC

Commanding

b. Situation map. A situation map is maintained at battalion headquarters. The purpose is to show the locations of subordinate units and the most direct means of travel to them. The location of depots and supply points of interest to the battalion headquarters, and occasionally the location of adjacent units, may be indicated. The map is kept posted to date and is available to all members of the staff.

c. Graphs. Graphs kept up to date at the headquarters are useful in planning the administration

of the subordinate units and providing information for visiting personnel. Graphs might be used to show the tonnage handled, pounds of output, court-martial trends, or any other information that is prepared periodically in tabulated form. The line or bar graph system is generally used.

d. Progress reports. Progress reports are usually prepared and processed semimonthly by battalion headquarters. However, the progress reports may be prepared by the subordinate units and forwarded to higher headquarters or prepared by the battalion headquarters from information furnished by the units and then forwarded. Normally, the progress report gives the location of the unit or, if prepared by battalion headquarters, the location of all units. It contains brief information of activities, statistical data, changes in established procedures, important personnel changes, action taken against pilferage, recreational and morale activities, or other information required by higher headquarters.

e. Policy file. The policy file furnishes a current summary of the policies of the commander and of higher headquarters. It is prepared for the use of the battalion commander and staff personnel. Various activities are covered in this file. The file is based on existing orders, on experience, and on past decisions of the commander. Material in the file includes brief notes, plans, studies, memorandums, directives, and sample orders. The policy file should be kept in a loose-leaf book or filing case, tabbed or indexed, and kept up to date. The

file grows with the unit and changes with the commanders and with conditions.

f. Statistical compilations. Statistical compilations may be prepared periodically at battalion headquarters on any subject that can be tabulated. Compilations may be converted into graph form for display and instructional purposes. Normally, battalion headquarters prepares compilations of statistics derived from subordinate units to determine the amount of equipment and supplies needed for a task or to obtain material for periodic reports to higher headquarters. Statistics are maintained by the staff officer responsible for them. The following are examples of statistical compilations that battalion headquarters may maintain on the operations of subordinate units. The compilations vary, however, with the operational situation.

(1) *Quartermaster laundry company, semi-mobile.*

- (a) Number of pieces and pounds of laundry.
- (b) Number of trailer operating hours.
- (c) Laundry supplies on hand or consumed.
- (d) Number of troops served.

(2) *Quartermaster bath company, mobile.*

- (a) Number of troops processed and showered.
- (b) Average number of troops processed and showered per day.

- (c) Operating supplies used.
- (d) Number of items issued to using units.
- (3) *Quartermaster bakery company, mobile.*
 - (a) Amount of bakery products produced.
 - (b) Number of unit operating hours.
 - (c) Bakery supplies on hand or consumed.
- (4) *Quartermaster refrigeration company, mobile.*
 - (a) Cubage, tonnage of items of perishables received, on hand, and distributed.
 - (b) Number of trailer operating hours.
 - (c) Number of units operating.
 - (d) Trailer mileage.
- (5) *Quartermaster petroleum supply company.*
 - (a) Strength served.
 - (b) Number of supply points operated.
 - (c) Number of gallons of gasoline received, on hand, and distributed.
 - (d) Number of gallons of oil (by SAE number) received, on hand, and distributed.
 - (e) Number of pounds of grease received, on hand, and distributed.
 - (f) Number of 5-gallon drums on hand.
 - (g) Number of 55-gallon drums on hand.
 - (h) Number of 5-gallon drums cleaned.
 - (i) Number of 55-gallon drums cleaned.

(6) *Quartermaster petroleum depot company.*

- (a) Number of gallons of gasoline received, on hand, and distributed.
- (b) Number of gallons of oil (by SAE number) received, on hand, and distributed.
- (c) Number of pounds of grease received, on hand, and distributed.
- (d) Number of 5-gallon drums on hand.
- (e) Number of 55-gallon drums on hand.
- (f) Number of 5-gallon drums cleaned.
- (g) Number of 55-gallon drums cleaned.
- (h) Tabulations of gasoline reserves.
- (i) Tabulations of lubricant reserves.
- (j) Number of gaskets, chains, or caps replaced on 5-gallon drums.

(7) *Quartermaster salvage company.*

- (a) Number of items shipped (C & E and other major items of equipment).
- (b) Pounds of material shipped (miscellaneous items only).
- (c) Number of hours of operation.
- (d) Number of squads operating.
- (e) Number of technical service items reported.
- (f) Number of repaired items on hand.
- (g) Additional labor requirements.

(8) *Quartermaster reclamation and maintenance company.*

- (a) Tabulations of items received and disposed of.

- (b) Number of repairable items.
- (c) Number of hours of operation.
- (d) Number of platoons operating.
- (e) Deadlined equipment needing repairs.
- (f) Number of days of operating supplies on hand.
- (g) Value of items repaired.
- (h) Cost per item.

(9) *Quartermaster subsistence supply company.*

- (a) Rations on hand by type.
- (b) Strength for rations.
- (c) Tabulations of issues of rations by types.
- (d) Number of issues to agencies other than Army.
- (e) Number of issues to hospitals (including number of patients).
- (f) Number of issues of reserve rations by types.

(10) *Quartermaster clothing and general supplies depot company.*

- (a) Number of items received, on hand, and distributed.
- (b) Platoon operating hours.
- (c) Strength served.
- (d) Number of days of supplies on hand.

(11) *Quartermaster sales company, mobile.*

- (a) Number of items received, in stock, and distributed.

- (b) Value of property on hand.
- (c) Money receipts.
- (d) Disposition of funds.
- (e) Cash on hand.
- (f) Strength served.
- (g) Number of platoon and section operating hours.

(12) *Quartermaster service company.*

- (a) Number of platoon and section operating hours.
- (b) Number of man-hours furnished.
- (c) Number of man-hours lost by sickness and AWOL's.
- (d) Tonnage handled.

(13) *Quartermaster graves registration company.*

- (a) Number of burials reported (by categories).
- (b) Number of bodies recovered and reburied.
- (c) Number of personal effects inventories completed.
- (d) Cemeteries currently in operation and cemetery populations.

50. FORMS. Forms to speed up administrative procedures are prepared by battalion headquarters as the necessity arises, but their use is held to a minimum in the theater of operations. Occasionally, subordinate units may request the use of the duplicating facilities of battalion headquarters to reproduce forms and other material for local use.

Section III. REPORTS, RECORDS, AND FORMS OF SUBORDINATE UNITS

51. GENERAL. Reports of strength and records of operations are submitted by the subordinate units through battalion headquarters to higher headquarters. Reports and records assist both the battalion and higher headquarters in making estimates, plans, and decisions, and in supervising personnel and unit operations and procedures. They are the basis for corrective action, orders, and future planning. The battalion headquarters must supervise the preparation of strength reports or operational records with constant reference to their accuracy and timeliness. Strength reports will remain relatively the same, but operational records will vary with the type of subordinate units employed. For instance, a battalion headquarters is supervising and coordinating the operations of service companies and a bakery company. If the task of the battalion headquarters is changed and the headquarters supervises the operations of a salvage company, reclamation and maintenance company, or other type units, the same type of strength reports will be submitted but the operational records will be of entirely different types.

52. RESPONSIBILITY. Battalion headquarters is responsible that the reports and records submitted by subordinate units are accurately prepared in accordance with directives from higher headquarters and submitted to higher headquarters within the time allowed.

53. TYPES OF REPORTS AND RECORDS. Subordinate units submit daily strength reports through battalion headquarters and operational and miscellaneous reports or records as required.

a. Strength reports. Normally, the strength reports, or morning reports, from subordinate units and the morning report from headquarters detachment are submitted daily by battalion headquarters to the next higher headquarters. The strength figures therein form the basis of the ration request sent to higher headquarters each day. However, in some instances subordinate units may draw and request rations direct from supply points when authorized by higher headquarters.

b. Operational reports. Operational reports submitted by the subordinate units to battalion headquarters depend upon the types of supplies stored or distributed by the units or upon the types of services furnished.

- (1) Class I supplies may be stored and distributed by the quartermaster subsistence supply company; and quartermaster bakery company, mobile (bread only); and the quartermaster refrigeration company, mobile. Reports from these companies, approved and forwarded through battalion headquarters, may include the class I daily status report, class I daily incidentals report, daily perishables report, unit issue report, and daily report of rations request.

- (2) Class II and IV supplies are stored and distributed by the quartermaster clothing and general supplies depot company. Reports that may be channeled through battalion headquarters from this company include the daily tonnage report, weekly stock status report, monthly inventory report, monthly consolidated report of all issues made to army sales officers, monthly consolidated shipping ticket of all American Red Cross issues, and reports from civil affairs channels.
- (3) Class III supplies are stored and distributed by the quartermaster petroleum depot company; and quartermaster petroleum supply company (mobile). Companies of this type may be responsible for a daily class III dump or truckhead report, a daily unit issue report of class III supplies, a daily motor transport availability report, and a daily class III stock status report. Other reports prepared by the companies operating a class III supply point may include a decanting operations report, a daily rail car report, and a transfer report of class III products.
- (4) The quartermaster bakery company may submit through battalion headquarters the daily production report, a periodic production report, and a bread issue report.

- (5) The quartermaster service company may submit to battalion headquarters a daily report of labor available and a daily company adjustment sheet to account for any difference between the number of men ordered and the number furnished.
- (6) The quartermaster laundry company may furnish periodic operations and inventory reports.
- (7) The quartermaster salvage company may furnish periodic reports of materials returned to stock, shipped, and on hand, and additional labor required.
- (8) The quartermaster reclamation and maintenance company may furnish periodic operations and inventory reports.
- (9) The quartermaster sales company may submit a monthly inventory report, a weekly stock status report, a report of money receipts and disposition, and a report of operating hours and strength served.
- (10) The quartermaster graves registration company may submit reports of interments, as required, and periodic operations reports.
- (11) Miscellaneous reports that may be required from the subordinate units for higher headquarters include semimonthly progress reports, special services reports, and information and education reports.

54. FORMS. Normally, subordinate units use forms prescribed in standing operating procedures issued by the army or communications zone quartermaster, in addition to standard forms of the Department of the Army. In some instances when the quartermaster battalion is operating under a quartermaster group headquarters, forms may be prescribed by the group.

Section IV. LAW, ORDER AND DISCIPLINE

55. GENERAL. The commanding officer of the headquarters and headquarters detachment, quartermaster battalion, is responsible for the administration of law, order, and discipline in the headquarters and subordinate units. He plans, coordinates, and supervises activities pertaining to law, order, and discipline. He is concerned with absences without leave, discipline, military justice, maintaining of a battalion stockade, and care of prisoners. He must be familiar with military law and procedure. He should study, analyze, and seek to eliminate cause of violations of law, order, and discipline. Staff officers (excluding the chaplain and medical officers), unit officers, and enlisted men should be trained to serve as members of courts martial. Faulty handling of cases reflects on the commander and multiplies disciplinary problems. Efficient court-martial procedure greatly aids in maintaining military discipline and morale.

56. DUTIES OF OFFICERS. All officers are concerned with the maintenance of law, order, and discipline.

The special services officer advises the commander on matters pertaining to morale, welfare, and recreation. The chaplain assists in maintaining discipline by advice and counsel to the individual soldier. The medical officer is consulted in cases where mental stability is a factor. Unit officers are valuable advisors to the commander on matters of law, order, and discipline.

57. MAINTAINING LAW, ORDER, AND DISCIPLINE.

Law, order, and discipline are maintained by measures promoting habits of obedience and respect for authority. The battalion commander will direct staff and unit officers to adopt such measures as—

a. Thorough reorientation of the soldier as to his obligations, privileges, meaning of enlistment oath, and provisions of the Articles of War.

b. Use of suggestion, advice, and tactful criticism to keep men out of trouble.

c. Reasonable and fair leave policies.

d. Awards and decorations.

e. Ceremonies.

f. Issuance of only such orders and directives as can be and will be enforced.

g. Promotion of an effective troop information and education program.

h. Provision of adequate recreational facilities.

i. Programs to develop pride in organization, in personal appearance and uniform, and in personal accomplishment in the Army.

j. Private rebuke and considerate counsel in cases of initial minor offenses.

58. ADMINISTRATION OF MILITARY JUSTICE. In administering military justice, the battalion commander should emphasize the use of preventive measures, including the measures mentioned in paragraph 57. The basic authority for the administration of military justice is the Manual for Courts Martial, U. S. Army, 1949.

Section V. RECONNAISSANCE

59. PURPOSE. The purpose of reconnaissance performed by a headquarters and headquarters detachment, quartermaster battalion, is to—

a. Locate bivouac sites for the battalion headquarters and subordinate units.

b. Locate sites for installations, the operations of which are the responsibility of battalion headquarters.

c. Keep subordinate units within a workable distance of troops being serviced in fast-moving situations.

60. PROCEDURES. Normally, reconnaissance duties are performed by the S-3. In many instances, reconnaissance is actually conducted by the officers designated by the battalion commander, or by the battalion commander himself. This duty requires that a thorough examination be made of all aspects in the reconnaissance situation. The officer con-

ducts the reconnaissance with a definite object in view. He may have received orders from higher headquarters to make a reconnaissance for laundry installations within a certain area. He plans the mission carefully and makes use of maps, reports, and all available sources of information, including information from local citizens. He should make a brief record of topography, drainage, water supply, location and condition of transportation facilities, and availability of local labor. Upon completion of the mission, the officer reports on his findings and makes his recommendations.

61. BIVOUAC SITES. Troops are said to be in bivouac when they rest on the ground with no overhead cover, or under shelter tents or improvised shelter. Personnel of the battalion headquarters and subordinate units may be placed in bivouac when necessary by the operational situation or by lack of better shelter. A reconnaissance for routes and suitable locations must be made before the bivouac site is selected. Important considerations are convenience to the operational area, drainage, concealment, accessibility, water supply, natural obstacles, and protection from weather. A quartermaster party should precede any movement of the battalion headquarters, to reconnoiter the area, apportion the area to subordinate units, and provide guides. Adequate sanitary measures must be promptly initiated and enforced. Operations in the combat zone demand the planning of adequate defense measures.

62. SITE FOR BATTALION HEADQUARTERS. The site for battalion headquarters should conform with the general specifications given in paragraph 63. In addition, the site should be large enough for a parking area and conveniently located for the subordinate units. However, when a parking area is being planned, the necessity for dispersion in case of attack by enemy aircraft should be kept in mind. Plans for the locations of tents and parking areas are suggested in figure 7.

63. OPERATIONAL SITES FOR SUBORDINATE UNITS.

Normally, the S-3 allocates operational sites to subordinate units. In some instances, subordinate units will be permitted to recommend the specific location of their operational sites subject to the approval of battalion headquarters. Again, the site, such as a cemetery site, may be designated by higher headquarters. Generally, all operational sites for subordinate units should be—

- a. Located on solid, well-drained, level ground.
- b. Concealed from enemy observation.
- c. Accessible to a good road net.
- d. Provided with a nearby bivouac area.

64. SITE DATA FOR SUBORDINATE UNITS. A list of points frequently used for guidance in the selection of operational sites for subordinate units is given below.

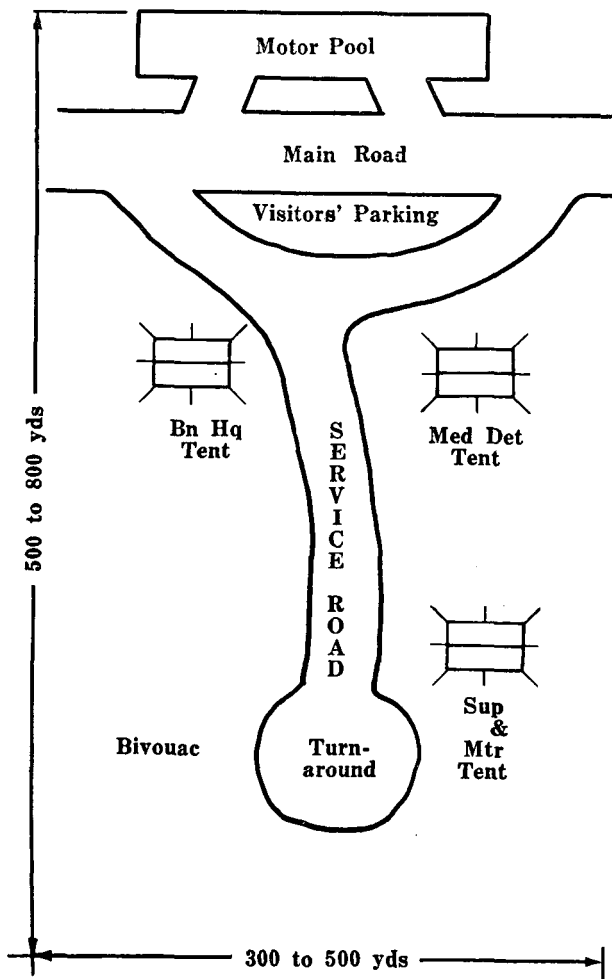


Figure 7. Relative locations of tents for Headquarters and Headquarters Detachment, Quartermaster Battalion, T/O&E 10-536.

a. Quartermaster bath company, mobile. The site should be—

- (1) Provided with an adequate supply of clean water.
- (2) Accessible to supply depots, reclamation installations, and supply points.
- (3) Provided with adequate space for changing clothing.
- (4) Located so that used bath water may be directed to a point downstream from the place where fresh water is obtained.
- (5) Large enough for adequate parking area.

b. Quartermaster laundry company, semimobile. The site should be—

- (1) Near a plentiful supply of clean water.
- (2) Large enough for a turn-around where incoming vehicles can pass in front of the receiving and issuing tent and out to the route of departure.
- (3) Located to make use of available local power facilities.
- (4) Protected against the elements in cold climates, advantages of terrain conformations being taken.
- (5) Located to allow as much circulation of air as possible in hot climates.
- (6) Located on high enough ground to avoid flooding in rainy seasons.

c. Quartermaster subsistence supply company. The site should be—

- (1) Close to supply routes. The road net should include, if possible, one or more

alternate routes to the supply point.

- (2) Provided with ample turn-around and parking space for trucks arriving at the railhead, or truckhead.
- (3) Located to provide loading space for both sides of the track, if possible if rail transportation is used.
- (4) Located with separate entrance and exit points.
- (5) Provided with adequate space for sidings for three or more 36-foot cars. The railhead can operate with little or no siding space by unloading from the main track if necessary.

d. Quartermaster salvage company. The site should be—

- (1) Convenient to areas being combed for salvage.
- (2) Accessible to supply depots and salvage installations.

e. Quartermaster reclamation and maintenance company, semimobile. The site should be—

- (1) Close to a large town, if possible, so that civilian labor may be utilized.
- (2) Planned with suitable buildings, if possible, so that, if fairly permanent operations are planned, equipment from the trailers can be housed.

f. Quartermaster petroleum supply company. The site of a gasoline distributing point should be—

- (1) As far forward as possible to provide efficiency and fuel economy.

- (2) Adjacent to the main supply road or connected with it by a suitable road net.
- (3) Connected with both incoming and outgoing roads so that traffic movements will be expedited and concentration of vehicles avoided.
- (4) Located a distance of at least 2 miles from the bivouac area of other troops.
- (5) Located with an available siding if shipments are to be made by rail.

g. Quartermaster petroleum depot company. The site should be—

- (1) Accessible to a satisfactory network of roads and railroads but not too near heavy rail traffic on account of danger from flying sparks.
- (2) Away from obvious military targets.
- (3) Well drained to prevent water damage and reasonably level to permit building good stacks.
- (4) Capable of natural concealment. The advantages of exploiting such natural screens as trees, bushes, trenches, ruined buildings, and walls should be considered in the choice of a site.
- (5) Large enough to allow necessary dispersion of stacks for protection against enemy bombing.
- (6) A distance of 250 feet from all buildings.
- (7) Near a natural water supply. This is an important natural advantage in fighting possible petroleum fires.

h. Quartermaster bakery company, mobile. The site should be—

- (1) Near a plentiful supply of clean, pure water.
- (2) In a sheltered area in cold weather.
- (3) In an area allowing as much air circulation as possible in hot weather.
- (4) High enough to avoid flooding by rising water in rainy seasons.

i. Quartermaster refrigeration company, mobile. Since this unit normally performs delivery service from a depot, it has no operational site requirements.

j. Quartermaster clothing and general supplies depot company. The site should be—

- (1) Large enough to take care of dispersion of supplies.
- (2) Large enough to provide adequate bivouac facilities.
- (3) Large enough for ample turn-around space for vehicles.
- (4) Apart from distinguishing landmarks such as town, river junctions, and prominent crossroads.
- (5) High enough, if located near a river, to avoid danger from a sudden flood.
- (6) Convenient to the type of transportation to be used, whether rail, truck, water, or any combination of these.
- (7) Away from refuse dumps or stagnant water.

k. Quartermaster sales company, mobile. The site should be—

- (1) Convenient to the troops being served.
- (2) Far enough from other units not to interfere with their normal activities.

l. Quartermaster service company. The company has no operational site requirements.

m. Quartermaster graves registration company. Cemeteries are usually designated and located by higher headquarters. The units operating the cemeteries should be located so as to be convenient for proper operation and control of the cemeteries.

Section VI. COMMUNICATION

65. METHODS. Headquarters and headquarters detachment, quartermaster battalion, maintains communication with higher headquarters by means of telephone communication by runners or messengers, or by motor transport. The battalion headquarters maintains communication with subordinate units by means of organic telephone communication equipment, runners or messengers, and motor transport.

66. COMMUNICATION EQUIPMENT. T/O&E 10-536 provides for a switchboard and seven telephones with equipment for installation and operation. Telephones are provided for use as required. The communication equipment is operated by the switchboard operator and a lineman, who is also trained as a switchboard operator. In the per-

formance of their duties, the communication personnel work under the supervision of the adjutant. The table of equipment provides for approximately 3 miles of wire. The effective range of the communication equipment under average conditions is approximately 10 miles.

Section VII. MOVEMENTS

67. GENERAL. The battalion commander is responsible for the preparation of his organization and subordinate units for movement by motor, rail, water, or air. Movements of quartermaster units in the theater of operations are frequent and often sudden. The battalion headquarters is a mobile unit. Therefore, it is important that the commander prepare movement plans to fit the needs of the situation. Such plans will be included in the battalion headquarters SOP.

68. MOVEMENT ORDERS. Movement orders giving definite data originate from higher headquarters. The orders, prepared for all units of the battalion, indicate the method of travel, whether motor convoy, rail, water, or air. Checklists for movement orders by truck, rail, water, and air are given in FM 101-5.

69. MOVEMENT BY HIGHWAY. a. Plans. Movement plans should be prepared by battalion headquarters to take care of movements by highway. The battalion headquarters also supervises the preparation of movement plans by subordinate units.

Unit movement plans are submitted to battalion headquarters for approval before becoming effective. Unit plans should be complete, covering the loading plans for each vehicle, plans for transportation of personnel, and procedures for unloading.

b. Placing of vehicles.

- (1) When making an independent movement, the vehicles of a headquarters and headquarters detachment, quartermaster battalion, are formed in a march unit according to plans of the battalion commander. Command responsibilities for movements are discussed in FM 25-10.
- (2) Normally, the battalion commander (vehicle commander) heads the column in the $\frac{1}{4}$ -ton truck. The S-2 (control officer) is second to the rear. He leads the column along the designated route and regulates the speed of movement. The motor officer (trail officer) is at the rear. He takes care of disabled vehicles, notes infractions of march discipline, and takes precautionary measures when the column is halted. Medical personnel usually are scattered within the column and medical equipment carried in the medical truck. Personnel and equipment sometimes are placed together on trucks so that personnel may keep control of the equipment and prevent its loss or damage.

c. References. General procedures governing movements by highway are discussed in FM 100-5, FM 100-10, and FM 25-10. FM 101-10 should be consulted for technical and logistical data.

70. MOVEMENT BY RAIL. General procedures governing rail movements are described in FM 100-5. For technical and logistical data pertaining to rail movements, see FM 101-10. For the general organization, operation, and control of rail transportation, see FM 100-10. General procedures governing the movement of motor vehicles by rail are described in FM 25-10. Additional instruction on rail movements may be found in the Army Regulations of the 55-series. For duties and responsibilities of personnel and for reference data, see DA Pamphlet 20-7.

71. MOVEMENT BY WATER. General procedures governing movements by water are discussed in FM 100-5 and FM 100-10. FM 25-10 gives general information on the preparation, loading, and unloading of motor vehicles when the unit is making an oversea movement. DA Pamphlet 29-11 discusses the preparation of troops for movement overseas.

72. MOVEMENT BY AIR. General procedures governing air movements are discussed in FM 100-5 and FM 100-10. Additional information on movements by air may be found in DA Pamphlets 29-15 and 29-16.

Section VIII. SUPPLY PROCEDURES

73. GENERAL. Normally, the headquarters and headquarters detachment, quartermaster battalion, requisitions its supplies from supply installations designated by army, corps, or communications zone quartermasters. Although the battalion headquarters has vehicles for supply activities, it may call upon subordinate units for additional transportation or manpower. Subordinate units normally submit requisitions for supplies through battalion headquarters, which then draws, breaks down, and issues the supplies to the subordinate units. Usually battalion headquarters not only supervises the requisitioning of supplies but operates a battalion distributing point for the subordinate units. However, the supply plan in the theater of operations is flexible. In emergencies subordinate units may draw their supplies direct from the supply point or depot when the battalion headquarters is authorized by higher headquarters to allow this procedure.

74. CLASSES OF SUPPLIES. To facilitate control, transportation, and issue of all supplies necessary for the use of the Army, the Department of the Army has established five classes of supplies. The battalion headquarters is concerned with the requisitioning, receiving, and issuing of each class of supply.

a. Class I. Class I supplies are those that are consumed at an approximately uniform daily rate under all conditions, such as rations. Normally,

subordinate units obtain rations by submitting daily ration requests to battalion headquarters, which consolidates the requests. The consolidated request is then sent to the supply point or depot designated by higher headquarters, where the rations are drawn. Normally, the battalion headquarters is responsible for providing the transportation and drawing, breaking down, and distributing the rations. In some instances, class I supplies may be drawn direct from the supply point by the subordinate units and at the same time the ration request for the next day turned in to the supply point.

b. Class II and IV. Class II supplies consist of supplies and equipment for which allowances are established by tables of organization and equipment, tables of equipment, tables of allowances, or other lists or letters which prescribe specific allowances for a unit or for an individual. Examples of class II supplies are clothing, weapons, and vehicles. Class IV supplies consist of supplies and equipment for which allowances are not prescribed or which are not otherwise classified, such as construction materials. Class II and IV supplies are normally obtained by subordinate units and detachment headquarters by requisition at times fixed by battalion headquarters. Requisitions for class II and IV supplies are submitted by the subordinate units through battalion headquarters, which forwards a consolidation of these requisitions, or the individual requisition when only one is submitted, to the depot or supply point designated by higher headquarters. The supplies are

then drawn, broken down, and issued to the detachment and subordinate units. Normally, the battalion surgeon procures medical items and the battalion motor officer procures motor maintenance items by obtaining approval of battalion headquarters and then drawing the items. The S-4 is responsible for coordinating activities, insuring that the most efficient procedures are employed. In emergencies, the procedures outlined above are simplified and the units draw their class II and IV items direct.

c. Class III. Class III supplies consist of petroleum, fuels and lubricants for all purposes except for operating aircraft or for use in weapons. Gasoline, grease, and oil are common examples. Frequently motor vehicles of the battalion and subordinate units draw gasoline supplies directly from the class III supply points established in the area of operations. An empty container or gasoline tank on the vehicle constitutes the only requisition required. Issues are made on a strict basis of exchange of a full container for an empty container. Formal requisitioning of class III supplies is performed by the submission of requisitions by the units through battalion headquarters to the class III supply point designated by higher headquarters. The requisition includes information as to stock on hand and requirements for the next period.

d. Class V. Class V supplies consist of small arms ammunition, grenades, and rockets. The procurement of class V supplies is not a major

problem for the battalion headquarters or its subordinate units since they are seldom engaged in active combat. However, necessary class V supplies are obtained by requisitioning through battalion headquarters channels. To procure class V supplies, battalion headquarters presents authenticated ammunition transportation orders to the supply point designated by higher headquarters. An ammunition transportation order, which is a written request by a unit to draw a specific amount of ammunition by type from a designated ammunition supply point or depot, is the authority for the supply point or depot to issue the ammunition. Normally, the ammunition transportation order will be authenticated by the munition officer of battalion headquarters, the supply S-4. However, in emergencies, units draw from the nearest ammunition supply point without authentication.

75. REQUISITIONING AND DELIVERY OF SUPPLIES.

Normally, procedures for the requisitioning and delivery of specific supplies for the subordinate units and the detachment are outlined in the standing operating procedure prepared by battalion headquarters. After the units submit their requisitions, the battalion headquarters follows directives from higher headquarters in procuring the supplies. The units send transportation to the supply point or depot for the supplies, or battalion headquarters draws the supplies from the supply point or depot and distributes them to the units.

76. WATER SUPPLY. The assurance of an available supply of potable water for headquarters and

headquarters detachment, quartermaster battalion, and subordinate units is the responsibility of the battalion commander. Water usually is supplied from designated water supply points.

Section IX. INSPECTIONS

77. GENERAL. Periodic inspections of battalion headquarters are always made by representatives of higher headquarters. However, the battalion commander may conduct routine inspections of the battalion headquarters at any time for compliance with directives and for training, sanitation, and cleanliness. For the same purposes, periodic inspections of subordinate units are made by members of the battalion commander's staff. An inspection should reveal any shortages or lack of maintenance of organizational or individual equipment, records, or supplies. It should disclose whether tasks are being done as planned; whether equipment and personnel are being used efficiently; and whether officers, enlisted personnel, and civilian laborers are giving their best efforts. The inspection of personnel and equipment of the battalion headquarters and its units has disciplinary value and promotes efficient operations if prompt action is taken to correct deficiencies found during the inspection. Headquarters and headquarters detachment, quartermaster battalion, is especially adapted by organization and training to perform inspections.

78. RESPONSIBILITY. The responsibility for conducting inspections in the subordinate units rests

upon the battalion commander. However, group headquarters and other higher authority may either conduct their own inspections of the battalion headquarters and its units or may direct the battalion commander to investigate conditions within his own headquarters. The battalion commander usually delegates routine or daily inspection responsibilities to staff officers, but by his own frequent inspections, keeps a clear picture of the military efficiency, including technical operations of the subordinate units.

79. TYPES OF INSPECTIONS. Administrative, operational, and technical inspections are conducted by battalion headquarters.

a. Administrative inspections. An administrative inspection is made to determine whether the detachment and subordinate units are complying with directives from higher authority concerning the maintenance of records and reports, cleanliness and orderliness in quarters, cleanliness and proper food-handling procedures in the mess, and proper sanitary measures. Administrative inspections of detachment and unit personnel are usually held informally. When personnel of the detachment or subordinate units are engaged in daily tasks, an inspection is conducted by the battalion commander and the medical officer in such a way as not to interfere with these duties.

b. Operational inspection. An operational inspection is made to determine the state of training and to remove obstacles to training. The inspection is usually conducted by the operations S-3,

who observes scheduled drills, exercises, assemblies, and conferences and inspects individual equipment. An operational inspection may include the solution of a quartermaster supply or service exercise.

c. Technical inspection. A technical inspection includes an examination of operations of equipment and facilities. It also includes an estimate of the general quality of the work and equipment and of the technical qualifications of individuals. This type of inspection not only improves the efficiency of subordinate units but also insures safer operations. The battalion commander prescribes methods of making technical inspections in such a way as not to interfere with essential work. Usually the commander designates staff officers to perform technical inspections, but at times the commander may perform this duty.

80. CONDUCT OF INSPECTIONS. **a. General.** The conduct of any inspection should be thorough, fair, and courteous. The inspector should be open-minded, quick to praise, and slow to criticize. Before inspecting a unit the inspecting officer should learn the key jobs in the unit and the names of key personnel. After checking previous inspection reports and noting the deficiencies mentioned, he should prepare an itinerary. Upon arrival at the unit, the inspector should report to the unit commander, tell him the type of inspection he wishes to make, and request any assistance needed in performing the inspection. All available records should be given to the inspector to study. After

completing his inspection, the inspecting officer should outline to the unit commander the good points and the deficiencies noted and offer constructive suggestions for any major problems.

b. Inspection teams. Inspection teams consisting of personnel of battalion headquarters are useful for conducting systematic administrative, operational, and technical inspections of personnel, equipment, and facilities of the subordinate units. The teams usually consist of the battalion commander, staff officers, and noncommissioned officers. Duties of the team members might be broken down as follows:

- (1) *Mess, quarters, and sanitation.* The inspection of mess, quarters, and sanitation is performed by the commanding officer, the medical officer, and the medical sergeant.
- (2) *Training.* Training inspection is performed by the operations officer and operations sergeant.
- (3) *Personnel records, rosters, and morning reports.* Inspection of personnel records, rosters, and morning reports is performed by the personnel officer, the personnel sergeant, and the sergeant major.
- (4) *Supply records and equipment.* Inspection of supply records and equipment is performed by the supply officer and the supply sergeant.
- (5) *Motor vehicle maintenance and equipment.* The inspection of motor vehicles maintenance and equipment is per-

formed by the motor officer, the motor sergeant, and the automobile mechanic.

c. Inspection of mess facilities. An outline for sanitary inspection of the mess is suggested in TM 10-205. In this outline the chief points emphasized for inspection are qualifications of attendants, menus, food supplies, food storage, food preparation and serving, kitchen police, waste disposal, and insect and rodent control.

d. Inspection of quarters and sanitation. Inspection of quarters includes the checking of ventilation, sleeping space, cleanliness, and orderliness. The medical officer inspects the water supply, food supplies, mess sanitation, waste disposal, and insect control. Reference material for inspections of quarters and sanitation is given in AR 40-205, TM 8-220, and current Department of the Army directives.

e. Inspection of training. The S-3 determines whether the approved training program is being executed and estimates the efficiency of the unit training schedule. The value of the training is determined by a performance or written test, oral questioning, or observation. After the inspection, the officer making the inspection should point out the good and bad points and suggest corrections.

f. Inspection of personnel records. There is no mandatory plan for the personnel officer and sergeant major to follow when inspecting personnel records of subordinate units. However, the sergeant major usually inspects the morning report. The personnel officer and personnel sergeant usu-

ally inspect the correspondence and 201 files, orders, the unit punishment record, and the posting of Army Regulations and other Department of the Army publications. They also inspect the following records:

- (1) Council book.
- (2) Daily sick report.
- (3) Duty roster.
- (4) Service record (if applicable).
- (5) Extract from service record (if applicable).
- (6) Qualification card (if applicable).

g. Inspection of supply.

- (1) *Records.* While there is no standardized plan for the inspecting of supply records, the supply officer and the supply sergeant usually check the following:
 - (a) Unit property book.
 - (b) Issue slip.
 - (c) Turn-in slip.
 - (d) Statement of charges.
 - (e) Report of survey.
 - (f) Weekly collection and delivery sheet—quartermaster laundry.
 - (g) Monthly roster and statement.
 - (h) Individual clothing request records.
 - (i) Individual clothing records.
- (2) *Equipment.* When inspecting the equipment of the subordinate units, the battalion supply officer should examine and estimate the cleanliness, orderliness, and adequacy of equipment. A check should

be made for excess supplies which may be turned in to battalion supply for re-issue where needed.

h. Inspection of vehicles. Vehicle inspections performed by battalion headquarters are discussed in paragraph 92. TM 37-2810 is a guide for motor vehicle inspection and preventive maintenance.

i. Operational inspection checklists. Checklists for inspections of operations of subordinate units should be prepared by the battalion commander to meet the specific situation. Information in technical manuals and data in manuals accompanying equipment should be used. A well-prepared checklist affords a means of systematically checking the maintenance and performance of equipment, aids in preparing reports, makes certain that time is not wasted on unimportant details, and serves as a record of inspection accomplishment. It is impossible within the limits of this manual to prepare detailed checklists to meet every operational situation. However, appendix II contains operational checklist suggestions which may be adapted and expanded. Some general points which may be applied to any quartermaster unit are suggested below. These suggestions may be changed and amplified as the situation requires.

(1) *Installation.*

- (a) Is best advantage being taken of available cover in selecting the operating site?

- (b) Has the site been selected for convenience to road net?
- (c) Is there enough room to perform operations efficiently and provide space for vehicles?
- (d) Is operational area well policed?
- (e) Is the site adequately identified?
- (f) Is lighting provided for night operations, if necessary?

(2) *Administration.*

- (a) Are the goals worthwhile and attainable?
- (b) Are production schedules being maintained by the unit?

(3) *Personnel.*

- (a) Are authorized personnel being utilized efficiently?
- (b) Are men being kept active on the job?
- (c) Are the men as satisfied as possible under prevailing conditions and determined to execute their mission effectively?
- (d) Is there evidence of lack of discipline?
- (e) Are the key jobs within the unit properly filled?

(4) *Equipment.*

- (a) Are the supplies, material, and equipment on hand sufficient to allow the unit to execute its mission?
- (b) Does the equipment present as clean and orderly appearance as possible?
- (c) Are all necessary articles of equip-

ment provided in the present tables of basic allowances?

- (d) Is full use being made of authorized allowances as prescribed in tables of organization and equipment and tables of allowances?

Section X. TROOP INFORMATION AND EDUCATION

81. TROOP INFORMATION PROGRAM. a. General.

The troop information program includes, but is not limited to, the conduct of troop information discussion periods, the operation of troop information centers, the use of daily news summaries, and the use of Army newspaper, armed forces radio, and armed forces motion picture facilities.

b. Mission. The mission of the troop information program (TIP) is to inform the soldier on matters of significance to him in connection with his military duties, to afford a source of general information so that he may understand and evaluate his responsibilities as a soldier and a citizen, and to provide an opportunity for free discussion.

c. Training period. Normally, one undivided hour a week is allotted for training under the troop information program. Subjects used in troop information activities should be developed in enough detail and over a long enough time to be valuable to the men. Educational activities should be presented in an interesting and helpful manner, with a view towards showing the soldier how to help himself. The information and educa-

tion officer supplies discussion leaders with an outline or guide. Discussions are held in platoon-size groups in the detachment and subordinate units. An outline of troop information material is given in SR 355-310-1.

d. Media used.

- (1) *Battalion newspaper.* A battalion newspaper or news sheet presents complete, accurate, and unbiased coverage of general and local news for the benefit of personnel of the detachment and subordinate units. Army newspapers are subject to the operation of Army Regulations and must not violate good taste or laws of libel. Reporters may provide news material from the units, and battalion headquarters may edit or consolidate articles of interest to all subordinate units. An *Army Newspaper Editors' Manual* containing the basic rules of editing and publishing Army newspapers has been prepared by the New York Branch, Department of the Army Troop Information and Education Division. Useful material in planning and publishing a camp newspaper is given in DA pamphlet 20-23.
- (2) *News summaries.* News summaries, condensing the news of the week or of the last 24 hours, or giving special news flashes, may be prepared by the information and education officer of battalion headquarters as the need arises. News

summaries are used when distribution is not a problem and materials for publication are available. However, where troops are widely scattered into small groups, a mobile information center may be set up on one of the trucks of battalion headquarters and information material displayed thereon.

- (3) *Information films.* Battalion headquarters also arranges to show training and Army information films for the troops. The electric generating equipment provided in T/O&E 10-536 for night operations and general use may be used for the showing of films.
- (4) *Public address system.* In fixed installations, a public address system under the authority of higher headquarters may be obtained and set up for special programs. Battalion headquarters also may assist in arranging the broadcast of special shows for subordinate units.
- (5) *Oversea broadcasts.* Oversea broadcasts are carried on regularly as a part of the troop information program. Receiving sets for the use of troops are obtained either from captured material or through the Signal Corps.

82. TROOP EDUCATION PROGRAM. a. General. The troop education program consists of educational and vocational guidance activities, educational services including correspondence courses pro-

vided by the United States Armed Forces Institute (USAFI), the establishment of Army education centers, and accreditation procedures for the benefit of those completing the program. In some instances, a quartermaster battalion may establish and conduct an Army education center to serve subordinate units or elements in the area. Services offered are based on the needs and desires of personnel served by the center.

b. Mission. The mission of the troop education program is to assist military personnel in obtaining the education necessary to develop their military careers, provide them with continuing opportunity for nonmilitary education, and aid in maintaining discipline and morale.

Section XI. ATHLETICS AND RECREATION

83. GENERAL. Organized athletics and recreational opportunities are essential for the physical and mental welfare and morale of personnel of the battalion headquarters and subordinate units. In planning physical welfare and morale-building activities, the battalion commander designates a well-qualified staff officer to take over the general supervision of the program. The staff officer (special services officer) works with the unit commanders and their junior officers in promoting recreation.

84. PLANNING ATHLETICS AND RECREATIONAL PROGRAMS. **a. Athletics.** Intramural competitions usually are successful when they are a part of an

organized athletics program. Such intramural competition can include volleyball, basketball, baseball, or softball leagues with teams from quartermaster units, the headquarters detachment, and teams consisting of officer personnel of the headquarters and various units. Boxing tournaments can also be arranged and transportation made available for those who desire to attend.

b. Recreation. Organized recreation is morale building. Excursion trips are popular in theaters of operations. At times there are opportunities to obtain and operate moving picture projectors, build up battalion libraries, or arrange recreational games. Members of the battalion may organize instrumental bands, which provide music for social affairs. Group singing is also a good form of recreation.

Section XII. PRISONERS OF WAR, FOOD SERVICE PROCEDURES AND DECEASED PERSONNEL

85. PRISONERS OF WAR. Prisoners of war, used in the theater of operations for labor, may be administered and controlled by headquarters and headquarters detachment, quartermaster battalion. The headquarters can administer the work of 2,500 to 3,000 prisoners of war. In providing for the proper treatment and efficient administration of prisoners of war under his command, the battalion commander must be certain that the provisions of the Geneva convention are being complied with by all responsible personnel. Prisoner of war work will have no direct relation to

war operations, the manufacture or transportation of arms and munitions, or the transportation of any material intended for combat units. Prisoner of war labor may be utilized in informal groupings or may be organized into units. See FM 27-10.

86. FOOD SERVICE PROCEDURES. Personnel of headquarters detachment may be attached to a convenient subordinate unit for mess purposes. The two cooks and the food service apprentice are assigned to detachment headquarters to work in the unit mess under the supervision of the mess sergeant of the unit. A field range is provided to take care of the increased work load in the unit mess.

87. DECEASED PERSONNEL. Deceased personnel of headquarters and headquarters detachment, quartermaster battalion, are buried by the graves registration service or by battalion headquarters. Higher headquarters designates the organization responsible for burial. If battalion headquarters takes charge of the burial, reports are made through channels giving the location of the grave and such other data as may be required for graves registration. The data include name, serial number, grade, and organization of deceased; place, cause, and date of death; date of burial; and location of grave. Effects are forwarded through supply channels to the depot designated by higher headquarters.

CHAPTER 7

MOTOR VEHICLE TRANSPORT

Section I. GENERAL

88. MOTOR VEHICLE OPERATION. a. Selection and training of drivers. The careful selection and adequate training of drivers are primary requisites for dependable operation of vehicles. Tests for driver aptitude and requirements for selection of drivers are discussed in TM 21-300.

b. Operator's permit. An operator's permit is issued to every operator of a military motor vehicle who has passed the driver's examination and aptitude test and is qualified to drive the vehicle designated on the permit. Battalion headquarters may be authorized to issue operators' permits.

89. MOTOR VEHICLE MAINTENANCE. a. Definition. Motor vehicle maintenance is the performance of operations necessary to keep vehicles in a satisfactory operating condition with a minimum loss of time for repairs.

b. Echelons of maintenance. Motor vehicle maintenance is divided into organizational (first and second echelon), field (third and fourth echelon), and depot (fifth echelon). The quartermaster bat-

talion and subordinate units are responsible for first and second echelon maintenance. Maintenance units outside the battalion command perform higher echelon maintenance.

90. SCOPE OF ECHELONS OF MAINTENANCE. a.

First echelon. First echelon maintenance is preventive maintenance and is performed by the driver or assistant driver. All vehicles are equipped with tools with which first echelon maintenance will be performed. The technical manual issued with each vehicle will be followed.

b. Second echelon. Maintenance personnel of the battalion and units perform second echelon maintenance, including inspection, supervision, preventive maintenance, adjustment, unit replacement, repair, and supply.

c. Third and higher echelon. Third and higher echelon maintenance of motor vehicles is performed by supporting maintenance organizations. Maintenance is performed in accordance with TM 37-2810 and the appropriate technical manuals.

91. PERFORMANCE OF MAINTENANCE. a. General.

The maintenance of vehicles of battalion headquarters and subordinate units must be continuous to insure efficient operation. It must be as complete as possible to conform with the essential maintenance factors. First echelon or driver maintenance is the most important and must be habitual and complete.

b. Preventive maintenance and repair. Preventive maintenance and repair procedures, included

in first and second echelon maintenance, are necessary to keep vehicles in satisfactory operating condition.

- (1) Preventive maintenance is the systematic servicing, inspecting, and preventing of abuse of vehicles. Preventive maintenance is enforced by the battalion commander, who delegates the supervision of preventive maintenance to the responsible staff officer. The basis of preventive maintenance is good driver training. Preventive maintenance requires—
 - (a) Correction of negligence, bad practice, or abuse of vehicles, tools, and equipment.
 - (b) Inspection of vehicles to reveal improper functioning or indications of failure of component parts.
 - (c) Use of corrective action when necessary.
- (2) Repair is the restoration of unserviceable parts, assemblies, or vehicles to a serviceable condition. Repair operations include tightening, adjusting, alining, assembling, disassembling, and replacing of parts.

92. MOTOR VEHICLE INSPECTION. a. General. Inspections are a command responsibility. Inspections, planned by the commander with a definite objective, are made by staff personnel designated by the battalion commander. Defects, abuses, or other deficiencies should be noted and correction

made by the appropriate unit commanders. A motor vehicle inspection detects faults and reveals the degree of compliance with prescribed standards. Inspection of motor transport insures that the operation, use, maintenance, and supply meet the operational needs of the battalion headquarters and subordinate units. Action that is timely, technically accurate, and adequate must be taken to correct deficiencies. Inspection followed by necessary corrective action should insure that—

- (1) The utilization of personnel is efficient.
- (2) Maintenance instruction is in conformity with current directives.
- (3) Misuse of vehicles, tools, and equipment is being disclosed and corrected.
- (4) Good driving practices and completeness and accuracy of maintenance operations are being attained.
- (5) Prescribed reports are complete and accurate.
- (6) Supplies are adequate.

b. Formal inspections. Command and technical inspections are formal and are prescribed in AR 700-105, FM 25-10, and TM 37-2810.

- (1) *Command inspections.* Command inspections are scheduled by the battalion and unit commanders as required.
- (2) *Technical inspections.* Technical inspections of transport of both battalion headquarters and subordinate units are performed by technically qualified personnel of third or fourth service echelons, under

direct supervision of technically qualified officers. The inspection determines the quality and completeness of maintenance and the serviceability or the disposition of each vehicle. After the inspection of the vehicles, a written report including any evidence of misuse or abuse is forwarded to the appropriate command.

c. Informal inspections. Informal inspections are maintenance inspections performed by the driver or assistant driver before, during, and after operations and by maintenance personnel of the battalion headquarters and subordinate units at designated times. The driver and the assistant driver will be responsible for driver-maintenance functions including servicing, lubricating, tightening, cleaning and washing of vehicles, caring for tools, equipment, tires, and storage battery, and reporting of deficiencies. Above all the driver and the assistant driver are responsible for correct driving. Commanders of the battalion headquarters and subordinate units are responsible for enforcement of preventive maintenance regulations. Frequent informal inspections are the means to adequate enforcement.

d. Tire inspection teams. In some instances, it may be found useful to organize tire inspection teams, usually consisting of two men each. Provisions outlined in TM 31-200 are followed. Special attention is given to any evidence of excessive or unusual wear.

93. SUPPLY. Motor vehicle supply is based on the echelon system of maintenance. The higher echelon obtains and issues supplies to the lower echelons. Replacement or additional vehicles are issued in the theater of operations from communications zone or army depots. Motor vehicle parts are issued at designated depots in accordance with needs. Replacement parts are obtained by the exchange of unserviceable items, worn, damaged, or broken, for serviceable items.

94. REFERENCES. Instructions for the operation, use, maintenance, and supply of motor vehicles and the forms, records, and reports required are given in AR 700-105. Additional useful references are given in appendix IV.

Section II. EQUIPMENT AND PROCEDURES

95. EQUIPMENT. Headquarters and headquarters detachment, quartermaster battalion, is provided with one $\frac{1}{4}$ -ton two-wheel cargo trailer; four 1-ton two-wheel cargo trailers; three $\frac{1}{4}$ -ton 4 x 4 trucks; two $\frac{3}{4}$ -ton 4 x 4 weapons carrier trucks; three $2\frac{1}{2}$ -ton 6 x 6 cargo trucks; and one $2\frac{1}{2}$ -ton cargo truck with winch. The medical detachment is allocated one $\frac{3}{4}$ -ton 4 x 4 weapons carrier truck. This motor transport equipment should enable the headquarters to perform its supply and administrative missions independently of the subordinate units. The automobile mechanic is provided with general mechanics' and second echelon tool sets.

96. PROCEDURES. a. General. Second echelon maintenance, including inspections and repair duties, is the responsibility of the battalion motor officer, motor sergeant, and automobile mechanic. During inspections, the motor officer and assistants are the inspection team (see par. 80b).

b. Centralized motor maintenance. When operations permit, the battalion headquarters may establish a central point for the maintenance of motor vehicles of the battalion headquarters and subordinate units. This system will provide for the maximum utilization of the battalion headquarters motor maintenance personnel, will provide better supervision over maintenance operations and will tend to equalize the work load of all the mechanics.

CHAPTER 8

QUARTERMASTER UNITS OPERATING WITH HEADQUARTERS AND HEADQUARTERS DETACHMENT, QUARTERMASTER BATTALION

97. GENERAL. Various types of quartermaster nondivisional units may be assigned or attached to the headquarters and headquarters detachment, quartermaster battalion, as the operational necessity arises. Only the units which usually are found operating under the battalion headquarters are briefly discussed in this chapter. See figure 8.

98. QUARTERMASTER SALVAGE COMPANY, T/O&E 10-187. a. Mission. The quartermaster salvage company receives, basically classifies, and evacuates all classes of salvage at collecting points, railheads (truckheads), and other army installations.

b. Organization. The company consists of a company headquarters and two platoons, each platoon consisting of a platoon headquarters and three sections, and each section consisting of two squads.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. The operational equipment of the company includes oxy-acetylene, welding and tow-

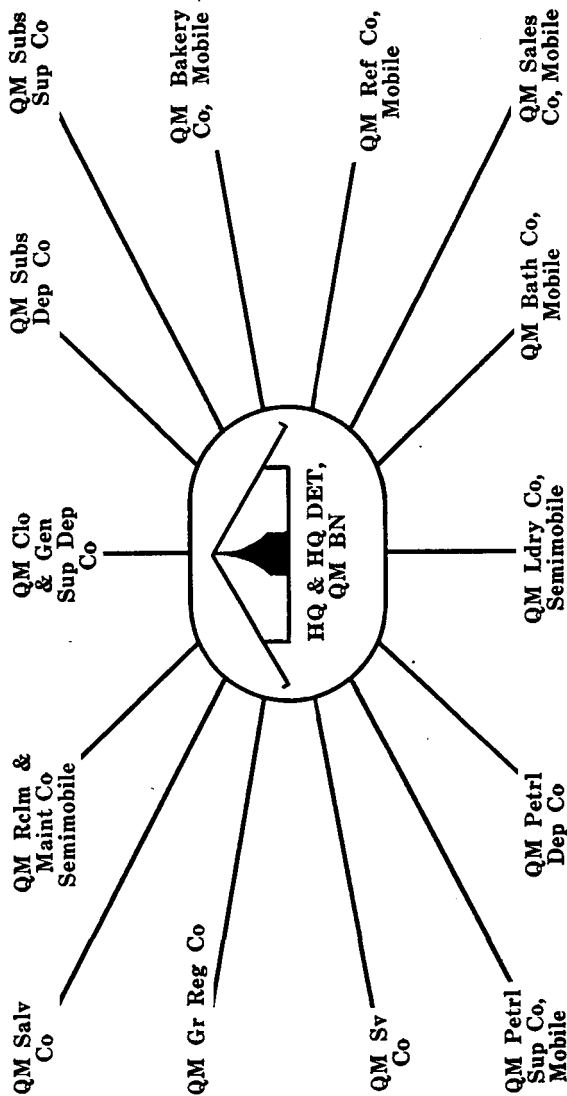


Figure 8. Units generally operating with headquarters and headquarters detachments, quartermaster battalion.

ing and hauling tool sets. The transportation equipment consists of 2½-ton cargo trucks and 1-ton trailers.

e. Weapons. The company is armed with carbines.

f. Training. Technical training prepares the company to classify, store, protect, and ship salvage. Men are trained to work as part of a closely knit and highly specialized team.

g. Operations. The company is capable of handling salvage items for a force of 100,000 men. The company receives and disposes of all routine and battle salvage with the exception of heavy and immobile equipment belonging to the Ordnance Department or Corps of Engineers. This is done by operating small advance collecting points near the front, main dumps at railheads or truckheads, and waste dumps. Salvage is classified, packed, and shipped to repair installations or depots for reissue. The platoon can operate separately.

99. QUARTERMASTER RECLAMATION AND MAINTENANCE COMPANY, SEMIMOBILE, T/O&E 10-237. a.

Mission. The quartermaster reclamation and maintenance company provides field maintenance for common items of quartermaster equipment.

b. Organization. The company consists of a company headquarters and two platoons, each platoon consisting of a platoon headquarters, a shoe repair section, a clothing and textile repair section, and an equipment repair section.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. The repair equipment of the company includes clothing, shoe, and textile repair two-wheel trailers. The company also has flood-lighting equipment. Its transportation equipment includes machine shop trucks, 2½-ton cargo trucks, and 1-ton and ½-ton cargo trailers.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. Company personnel are given continuous on-the-job training.

g. Operations. The company furnishes quartermaster repair and maintenance for a force of approximately 96,000 troops. Each platoon can operate separately, serving a force of approximately 48,000 troops. Facilities are provided for the repair of shoes, clothing, textiles, and quartermaster equipment in the field.

100. QUARTERMASTER CLOTHING AND GENERAL SUPPLIES DEPOT COMPANY, T/O&E 10-227. a. Mission. The quartermaster clothing and general supplies depot company provides administrative and technical personnel for the operation of a quartermaster clothing and general supplies depot.

b. Organization. The company organization consists of an office of the depot commander, company headquarters, depot headquarters platoon, and

three operating platoons. The depot headquarters platoon consists of a platoon headquarters, a clothing section, and a general supplies section. Each of the operating platoons contains a platoon headquarters, a clothing section, and three general supplies sections.

c. Assignment. When operating in the communications zone, this unit is normally assigned to a Quartermaster Base Depot, T/O&E 10-520-1. When operating in the army zone, the unit is normally assigned on the basis of one for each field army and is attached to headquarters and headquarters detachment, quartermaster battalion.

d. Equipment. Special warehousing equipment is provided, including roller gravity conveyor equipment, warehouse tractors and trailers, fork lift gasoline trucks, and hand-barrel trucks. Transportation equipment consists of a 2½-ton cargo truck and several smaller trucks.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. The training program emphasizes depot operations, use of equipment, and security and defense procedures.

g. Operations. When labor personnel are furnished by Quartermaster Service Company, T/O&E 10-67, or appropriate labor detachments of Quartermaster Service Organization, T/O&E 10-500, or from other labor sources, depending

upon work loads imposed by varying stock levels, this unit is capable of receiving, storing, and supervising the distribution of bulk clothing and general supplies to supply points. It can maintain a reserve stock of quartermaster clothing and general supplies equivalent to an established operating level for 400,000 troops. Each of the three operating platoons is capable of separate operation and may be used in establishing advance and intermediate depots. In such case, the depot headquarters platoon may act as a base operating platoon and serve as a reservoir for supplies.

101. QUARTERMASTER SUBSISTENCE DEPOT COMPANY, T/O&E 10-357. a. Mission. The quartermaster subsistence depot company provides administrative and technical personnel for the operation of a quartermaster subsistence depot.

b. Organization. The company consists of an office of the depot commander, company headquarters, depot headquarters platoon and three operating platoons. The depot headquarters platoon consists of a platoon headquarters, a non-perishable section and a perishable section. Each operating platoon consists of a platoon headquarters, two nonperishable sections and a perishable section.

c. Assignment. When operating in the communications zone this unit normally is assigned to a Quartermaster Base Depot, T/O&E 10-520-1. When operating in the army zone this unit is normally assigned to Headquarters and Head-

quarters Detachment, Quartermaster Battalion, T/O&E 10-536.

d. Equipment. Special warehousing equipment is provided, including roller gravity conveyor equipment, warehouse tractors and trailers, fork lift gasoline trucks, and hand-barrel trucks. Transportation consists of 2½-ton cargo trucks and several smaller trucks.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. The training program emphasizes depot operations, proper handling and care of subsistence, and security and defense measures.

g. Operations. When labor personnel are furnished by Quartermaster Service Company, T/O&E 10-67, or appropriate labor detachments of Quartermaster Service Organization, T/O&E 10-500, or from other labor sources, depending upon the work loads imposed by varying stock levels, this unit is capable of receiving, storing, and supervising the distribution of bulk subsistence supplies to supply points. It can maintain a reserve stock of subsistence supplies equivalent to established operating level for 400,000 troops. Each of the three operating platoons is capable of separate operation and may be used in establishing advance or intermediate depots. Provision for the inspection of perishable foods, particularly meat products, is provided through the attachment of a veterinary food inspection detachment from T/O&E 8-500.

102. QUARTERMASTER SUBSISTENCE SUPPLY COMPANY, T/O&E 10-197. **a. Mission.** The quartermaster subsistence supply company provides military personnel and equipment to operate one to six quartermaster subsistence supply points.

b. Organization. The company consists of a company headquarters and two platoons, each platoon having a platoon headquarters and three sections. The organization and equipment are sufficient to make each platoon complete for independent operation.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. Operating equipment consists of commissary chests and computing machines. Transportation equipment includes 2½-ton cargo trucks and 1-ton cargo trailers for transport of supplies.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. Training should emphasize operations in or near the combat zone. Security and defense measures are stressed.

g. Operations. The company receives, breaks down, and issues all subsistence items required for 100,000 men. Operating separately, each platoon can serve 50,000 men.

103. QUARTERMASTER BAKERY COMPANY, MOBILE, T/O&E 10-147. a. Mission. The mission of the quartermaster bakery company, mobile, is to supply fresh bread for military personnel in the field.

b. Organization. The company consists of a company headquarters and three operating platoons, each platoon having a platoon headquarters and three sections. The company may operate as a unit or as separate platoons, depending upon requirements.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. Each platoon is equipped with one bakery unit, mobile, M-1945 which consists of a mixing and make-up machinery trailer, two oven trailers and a proofing and water trailer. Other equipment such as scales, flour sifters and gravity conveyors and water tanks are also provided. Transportation equipment includes 2½-ton cargo trucks and other vehicles.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. Technical training of the company stresses the storage and issue of bread; sanitation; security; separate platoon or section operations; interchangeability of personnel and erection operation, and maintenance of equipment. Personnel receive training in the use and care of the mobile equipment.

g. Operations. The company operates under the direction of the army quartermaster in the combat zone. It obtains the necessary baking ingredients daily from the supply point it serves. The company can produce bread to be issued with daily ration of the supply point. One company can usually produce bread for 96,000 persons a day. The company is thus capable of supporting a three-division corps, each platoon serving a division. The sections in a platoon are operating shifts.

104. QUARTERMASTER REFRIGERATION COMPANY, MOBILE, T/O&E 10-247. a. Mission. The quartermaster refrigeration company, mobile, provides personnel and equipment to transport perishable supplies when other means are not available.

b. Organization. The company consists of a company headquarters and three platoons, each platoon having a platoon headquarters and three sections.

c. Assignment. The company operates in the theater of operations where required.

d. Equipment. Mobile equipment includes 10-ton semitrailers and 4- to 5-ton tractor trucks. A 4-ton wrecker truck with equipment is included.

e. Weapons. The company is armed with carbines and machine guns.

f. Training. Personnel must be trained in the fundamentals of refrigeration. Weapons training also is important as the company operates in the combat zone.

g. Operations. The normal method of operation by sections requires one empty unit to be en route from the supply point to the base while another loaded unit is en route from the base to the supply point. A third unit is simultaneously distributing perishables. On the basis of a 5-ton capacity of perishable subsistence items per trailer, a total of 30,000 pounds can be transported by three trailers in one shuttling procedure.

105. QUARTERMASTER SALES COMPANY, MOBILE, T/O&E 10-157. a. Mission. The quartermaster sales company, mobile, provides facilities for cash sales on a nonprofit basis of nonissue items to military personnel in the field. It provides stock control and storage of these items.

b. Organization. The company consists of a company headquarters, a company headquarters sales section, and two platoons, each platoon having a platoon headquarters and two sales sections.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. The company has office equipment and machines for sales store operations. Its mobile equipment includes 2½-ton cargo trucks and 1-ton trailers.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. Personnel receive training in accounting and warehousing procedures, nomencla-

ture of supplies, transportation, and maintenance of records and reports.

g. Operations. Each sales section may operate independently. The general location in which the company operates is determined by the administrative command to which the company is assigned. The specific location within this area will usually be determined by the company commander. Normally the company can handle the quartermaster cash sales of nonissue items for a corps. Each sales section can handle the sales requirements of a division, with company headquarters sales section handling the sales requirements of a corps.

106. QUARTERMASTER BATH COMPANY, MOBILE, T/O&E 10-257. a. Mission. The quartermaster bath company, mobile, provides baths, delousing, and clean clothing to troops in the field.

b. Organization. The company consists of a company headquarters and two platoons, each platoon having a platoon headquarters, a supply section, and an operating section.

c. Assignment. The company operates in the theater of operations as required.

d. Equipment. The company has twelve 24-showerhead bath units. Its transportation equipment includes 2½-ton cargo trucks and 1-ton trailers.

e. Weapons. The company is armed with carbines and machine guns.

f. Training. Personnel acquire by actual practice all the technical skills that are required for the operation of the bath units, the delousing of personnel and the exchange of clean clothing for soiled items.

g. Operations. The processing of troops is performed at six stations set up in a straight line or in U-shape, depending on local terrain and security factors. The troops enter at one end of the line and leave at the other. Clean clothing received through normal supply channels is provided to the troops on an exchange basis. All discarded garments are processed through laundry and reclamation and maintenance companies and then are returned to stock. The process of showering of troops, delousing of the men and their clothing, and the issue of clean clothing is accomplished in about 1 hour. This entire operation is planned so as to service the maximum number of troops in the minimum length of time.

107. QUARTERMASTER LAUNDRY COMPANY, SEMI-MOBILE, T/O&E 10-167. a. Mission. The company provides field laundry service to individuals or reclamation installations and a limited amount of service for the decontamination of clothing and equipment.

b. Organization. The company consists of a company headquarters and four platoons, each platoon having a headquarters and four sections.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. The equipment includes laundry units, pumps, hose sections, and laundry folding tables. The mobile equipment includes 2½-ton cargo trucks.

e. Weapons. The company is armed with carbines and grenade launchers.

f. Training. Personnel are given on-the-job training. Technical training is continued in the field.

g. Operations. In the temperate zone, the unit can serve 33,600 men when operating as a company. Each platoon can give individual service to 8,400 men and each section to 2,100 men. The unit can reclaim 384,000 pieces of clothing a week when operating as a company, 96,000 when operating as a platoon, and 24,000 when operating as a section.

108. QUARTERMASTER PETROLEUM DEPOT COMPANY, T/O&E 10-377. a. Mission. The mission of the quartermaster petroleum depot company is to operate a quartermaster petroleum depot. This involves operation of bulk storage facilities; cleaning, filling and issuing 5-gallon drums; and shipping petroleum products by tank truck, tank car, or barge.

b. Organization. The company consists of the office of the petroleum depot commander, a company headquarters, a depot headquarters platoon composed of a platoon headquarters and a depot section, and three operating platoons, each composed of a platoon headquarters, a cleaning section, and two packaging sections.

c. Assignment. The company is assigned as required to the communications zone and to the army zone. When operating in the communications zone the company is normally assigned to a quartermaster base depot T/O&E 10-520-1. When operating in the army zone the company is normally assigned to a headquarters and headquarters detachment, quartermaster battalion, T/O&E 10-536.

d. Equipment. The operating equipment of this company consists of drum cleaners, 5-gallon drums, gasoline and oil dispensers and fire fighting equipment. Motor transportation for company administration and supply is provided by 2½-ton trucks and smaller vehicles.

e. Weapons. The company is armed with carbines.

f. Training. Technical petroleum training is provided to include the operation of the equipment, decanting and filling tank trucks, tank cars and barges, cleaning and filling 5-gallon drums, the exercise of proper safety precautions and the fighting of petroleum fires.

g. Operations. The company is capable of operating bulk storage facilities with capacities ranging from 100,000 to 2,000,000 barrels (42 gallons to a barrel); maintaining a reserve of 100,000 gallons of gasoline in 5-gallon drums and approximately 15 tons of lubricants; cleaning, filling and local issue of 20,000 5-gallon drums daily; and shipping by tank truck, tank car, or barge an

additional 400,000 gallons per day. Each operating platoon is capable of establishing separate local issue points. The primary purpose of this company is to serve as a link in the petroleum supply chain by receiving petroleum products from ship-side or from pipelines and reshipping quantities required to forward areas for distribution by the quartermaster petroleum supply company, mobile, T/O&E 10-77. The company may also be used in the communications zone to maintain theater reserves of petroleum products, and to make retail issues of petroleum products.

109. QUARTERMASTER PETROLEUM SUPPLY COMPANY, MOBILE, T/O&E 10-77. a. Mission. The quartermaster petroleum supply company provides personnel and equipment for the operation of one to six class III distributing points. This includes the receipt, packaging, storage, and issue of petroleum products and the necessary cleaning of petroleum containers. The company operates bulk storage facilities when located in forward areas of supply.

b. Organization. The company consists of a company headquarters and three platoons, each platoon having a platoon headquarters and two sections.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. The company has gasoline-dispensing pumps, drum-cleaning equipment, and gasoline drums. For transportation, the company

depends upon 2½-ton cargo trucks and 1-ton trailers, with supplementary mobile equipment.

e. Weapons. The company is armed with carbines, rocket launchers, and machine guns.

f. Training. Special emphasis is placed upon fire prevention and fire fighting.

g. Operations. Operations include the receipt, packaging, storage, and issue of petroleum products and the necessary cleaning of the petroleum containers. In forward areas of supply, the company also operates bulk storage facilities.

110. QUARTERMASTER SERVICE COMPANY, T/O&E

10-67. a. Mission. The quartermaster service company provides military personnel for general labor, including icing refrigerator cars, recovering salvage articles, collecting and burying the dead, handling all classes of supplies, stowing of supplies in warehouses, loading and unloading vehicles, aircraft, and ships, and sorting and stacking supplies.

b. Organization. The company consists of a company headquarters and four platoons. Each platoon can operate as an independent unit apart from the company headquarters. Each platoon consists of a platoon headquarters and two sections. The section is the smallest operating unit.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. No special operating equipment is provided. The company mobile equipment in-

cludes 2½-ton cargo trucks and 1-ton trailers sufficient for company administration and supply.

e. Weapons. The company is armed with carbines, grenade launchers, and rocket launchers.

f. Training. Technical training emphasizes service operations, such as loading and unloading freight, handling gasoline and oil, and stacking food supplies. The training also includes salvage operations. Teamwork is emphasized.

g. Operations. Whenever called upon by higher headquarters, the company provides personnel for general labor. The service company assists in the operation of supply points, motor pools, laundries, and other types of installations.

111. QUARTERMASTER GRAVES REGISTRATION COMPANY, T/O&E 10-297.

a. Mission. The quartermaster graves registration company supervises the identification and burial of the dead, disposition of personal effects found on deceased, and location and registration of battlefield graves and cemeteries.

b. Organization. The company consists of a company headquarters and four platoons. The platoon is the basic working unit and is designed to serve a division. The platoon is divided into two sections: one to supervise identification and evacuation, and the other to supervise burial.

c. Assignment. The company is assigned to army or communications zone as required.

d. Equipment. Various engineering items are required, such as surveying, drafting, lettering, and map making instruments. The company has fingerprinting kits, and litters. The mobile equipment includes $\frac{3}{4}$ -ton weapons carrier trucks, $2\frac{1}{2}$ -ton cargo trucks, and 1-ton and $\frac{1}{4}$ -ton cargo trailers.

e. Weapons. The company is armed with automatic pistols.

f. Training. Particular emphasis in technical training of personnel is placed on map reading and sketching, the mechanics of laying out cemeteries, the preparation of graves, taking fingerprint and denture impressions of the dead for purposes of identification, photographing the dead, and the handling of personal effects and records. Each enlisted man learns the jobs of the other enlisted men in the company so that he may coordinate his efforts with theirs.

g. Operations. When operating in the field, the company establishes centrally located collecting points at which it receives remains delivered to those points by organic graves registration personnel of combat units. With the aid of attached medical personnel the dead are identified and then placed in vehicles for evacuation to a temporary cemetery. Here, the personal effects of the dead soldier are listed and sent to the effects depot collection point.

APPENDIX I

SAMPLE STANDING OPERATING PROCEDURE FOR QUARTERMASTER BATTALION HEADQUARTERS

Section I. GENERAL

1. Units assigned or attached to this headquarters will follow the procedures outlined in this standing operating procedure.
2. Unit commanders are permitted to modify any of the provisions in this standing operating procedure to meet an unusual situation. If such action is taken, unit commanders will immediately notify this headquarters of the action taken and the reason such action was necessary.

Section II. ADMINISTRATION

3. Depending on the work to be accomplished and the immediate situation, personnel will be present during the hours necessary to complete their work.
4. For duty at night one noncommissioned officer will be detailed by the sergeant major from a ros-

ter of all noncommissioned officers kept for this purpose. The men selected will remain on duty in the headquarters from 1730 each day until 0745 the following morning, unless otherwise directed. He will answer the telephone and forward messages to the officer of the day.

5. One officer of the headquarters staff will be detailed daily as staff duty officer. He will remain available by telephone within the battalion area subject to call by the noncommissioned officer on duty at headquarters after normal hours. His tour of duty will be designated by this headquarters.

6. A roster will be kept by the adjutant for daily duty assignments. The staff duty officer will keep the enlisted duty man informed at all times where he may be reached. In matters of importance the staff duty officer will call the officer prescribed by the commanding officer.

7. A courier from each subordinate unit will report for duty to this headquarters daily. His hours of duty will be designated by this headquarters.

8. An officers' call will be held at battalion headquarters daily at 0930. One officer from each unit will be present to represent his organization.

9. Each unit will submit immediately a complete roster of officers and enlisted men by name, grade, serial number, and, in the case of officers, date of rank and unit duties.

10. Qualifications records of unit commanders will be delivered to this headquarters immediately. Upon relief of the unit from assignment or attachment to this headquarters, unit commanders will call for their qualification records.

11. Requests for promotion and reduction of enlisted men, grades private first class and above, may be submitted to this headquarters at any time. Promotion requests will include certificate as to MOS number and T/O vacancy.

12. Court-martial charge sheets will be submitted to this headquarters in triplicate together with statements of the expected testimony of all witnesses and with all allied papers. Charge sheets must arrive at this headquarters not later than 48 hours after commission of the offense. Any charge sheets submitted after this 48-hour period will include a letter explaining the reason for the delay.

13. Summary court cases will be tried by battalion summary court officer.

14. Special court-martial cases will be tried by a special court appointed by higher headquarters.

15. Military personnel leaving their organization must have a proper leave or pass authorizing their absence. This is a responsibility of the unit commander.

16. Proper uniform and equipment are prescribed in current directives

17. For arms and ammunition authorized personnel, see current directives.

Section III. SUPPLY

18. Unit commanders will keep informed on the contents of all current circulars and instructions dealing with supply procedures.

19. The unit property book will be maintained in accordance with latest Department of the Army directives.

20. Unserviceable property will be turned in to the battalion supply officer on the first day of each month. Changes in this schedule will be published in battalion directives.

a. Unserviceable stove parts will be tagged with unit designation and presented to battalion supply accompanied by a requisition requesting replacement if replacement is desired.

b. Unserviceable items will be listed separately for each technical service.

c. Requisitions for items urgently needed may be submitted at any time at the discretion of the unit commander.

21. The following procedures will be used in requisitioning expendable supplies:

a. Cleaning and preserving materials will be drawn on the 1st, 10th, and 20th of each month.

Changes in this schedule will be scheduled in battalion directives.

b. Stationery and office supplies will be requisitioned in the same manner as cleaning and preserving materials.

22. Only enough blank forms for immediate needs will be requisitioned. Only a minimum supply of forms will be carried. This headquarters will have at all times, if available, enough blank forms for immediate issue.

23. Ordnance organizational equipment is requisitioned through battalion supply, and vehicles are requisitioned through the ordnance contact party. Ordnance maintenance materials and expendable supplies are requisitioned through the respective ordnance contact parties.

24. Signal Corps requisitions are made through this headquarters.

25. Medical Corps requisitions are made through this headquarters.

26. Corps of Engineers requisitions are made through this headquarters.

27. Chemical Corps requisitions are made through this headquarters.

28. All shoe repair will be handled by battalion headquarters supply.

29. Rations will be drawn and distributed by battalion supply unless instructions changing this procedure are issued by battalion headquarters.

Section IV. TRANSPORTATION

30. Unit commanders will be held responsible for maintenance of their organizational vehicles. They will instruct drivers in preventive maintenance and in the use of trip tickets, accident report forms, and drivers' permits.

31. Each vehicle will have an accident report form, trip ticket, and the proper unit markings.

32. Each driver will make first echelon maintenance in the morning before leaving the motor park, at the end of the day, and at the end of each motor trip.

33. The following restrictions will be adhered to:

a. Lights will conform to local regulations.

b. Authorized speeds are as follows:

Vehicle	Daylight		Dimout		Blackout	
	Open road	In town	Open road	In town	Open road	In town
Lead vehicle in convoy.	25	15	15	10	15	10
$\frac{3}{4}$ -ton weapons carrier or larger vehicle.....	30	15	20	15	15	10
All other vehicles.....	40	15	20	15	20	15

c. Maximum loads for trucks will conform with current Army directives. Maximum load for trailers will be normal rated capacity. Unit commanders will be responsible for compliance with these load limitations.

34. Where damages to civilian property are involved and may result in a claim against the Government, the damages will be reported through channels to the claims officer at battalion headquarters.

Section V. TRAINING

35. The accomplishment of the battalion's mission is the primary concern of all personnel assigned or attached to this headquarters. A strict training schedule at times will be difficult to maintain. However, unit commanders will see that their units are efficient and qualified in their technical operations, administration, tactics, care of arms and equipment, and in their maintenance of a high degree of discipline and morale.

36. Inspections will be considered a part of training. Inspections will be conducted as often as necessary to maintain the unit in a satisfactory condition.

Section VI. SANITATION

37. Unit commanders will designate a venereal control officer and venereal control noncommissioned officers within their units.

38. Location of prophylactic stations in nearby localities will be posted on the bulletin board.

39. Food handlers assigned to the battalions will report to the battalion medical officer at times arranged by the unit to which the food handlers are attached for mess purposes. The commander of the unit and officer in charge of the mess will report the names of the food handlers to the battalion medical officer. He will examine the food handlers and keep a permanent record of his findings. Results of the examinations will be reported to the battalion commander without delay and men found unfit for the work will be relieved at once.

40. The mess officers of all company messes will comply with all sanitary directives of the Department of the Army.

41. Unit commanders will check quarters for proper heating, ventilation, dust control, bunk spacing, and presence of vermin.

42. Adequate police of unit quarters and areas will be maintained at all times.

Section VII. QUARTERS OR BIVOUAC

43. Battalion headquarters will assign the quarters or bivouac area. Changes or a request for additional area must be approved by this headquarters.

44. Quarters or bivouac areas will be arranged according to instructions from this headquarters.

45. Adequate signs will be placed to designate installations within the bivouac area. Road signs also will be posted to give directions to the unit area.

46. Battalion headquarters will be advised as to the approximate date and time of departure from the quarters or bivouac area. Quarters will be clean, and the bivouac area will be policed before departure. An inspection will be made of the quarters or area by an officer of this headquarters before final clearance will be given.

Section VIII. SECURITY AND DEMOLITION

47. Each unit will—

a. Maintain adequate security measures within its assigned areas at all times.

b. Have an officer of the day and officer in charge of quarters on duty at all times. At night the officer in charge of quarters will sleep at the unit headquarters.

c. Have available at least 50 percent of its personnel (less organizational guards) on call for emergency purposes.

48. Items and equipment belonging to battalion headquarters or subordinate units will be de-

stroyed only on order of higher authority and in accordance with procedures conforming to Department of the Army directives. In battalion headquarters the property will be destroyed as follows:

a. Records will be placed loosely in a pile, covered with gasoline, and burned.

b. Field desks will be smashed and rendered useless with an ax. They will be burned if the time is available.

c. Tentage will be slashed in strips and burned with gasoline if the time is available.

d. Ordnance equipment will be destroyed according to current Department of the Army directives.

49. All personnel must bear in mind that the destruction of material is a command function to be implemented only on authority delegated by higher command.

Section IX. MILITARY COURTESY AND APPEARANCE

50. Officers and men in all units attached to this headquarters will maintain a high standard of military bearing and appearance at all times.

a. Every man of this command will be clean-clothed and shaven. Hair will be kept short.

b. Men will wear the Army uniform as prescribed by Army Regulations and existing circulars and memorandums. No mixed uniforms are permitted.

- (1) Items that are not a part of the United States Army uniform will not be worn.
- (2) Sweaters will not be worn as an outer garment.
- (3) Men will be inspected before going on pass and only those that are a credit to the service will be allowed the pass privilege.

51. Saluting and reporting are two important phases of military courtesy. They must be done properly.

APPENDIX II

OPERATIONAL INSPECTION CHECKLISTS

1. GENERAL. The operational inspection checklists which follow are suggestive only and not mandatory. They may be used by the commander of a headquarters and headquarters detachment, quartermaster battalion, to determine whether or not the quartermaster units under his supervision are fulfilling their missions efficiently. Commanders should alter or expand the lists to meet the requirements of the inspection.

2. QUARTERMASTER PETROLEUM OPERATIONS. a. Containers.

- (1) Is recommended arrangement of 5-gallon gasoline cans being followed?
- (2) Has a fire trench been dug around each group of cans?
- (3) Are containers being handled carefully to avoid damages causing leaks, waste gasoline, or fire hazards?
- (4) Are containers, whether filled or empty, kept closed at all times?
- (5) Are containers safely grounded before being filled?

- (6) Are water containers and gasoline containers kept separate?
- (7) Is the practice of striking the hose nozzle against cans or striking cans together avoided?

b. Dispensing equipment.

- (1) Is unit properly trained in handling equipment used to drain fuel from bulk supply?
- (2) Is safety trench dug to a 2-foot depth around the gasoline dispenser?
- (3) During operations, is a spark arrester placed on the exhaust of the dispenser engine by the operator?
- (4) Are funnels and other dispensing equipment wiped clean and dry before and after use?
- (5) When dispensing unit is operating, are there rattles, knocks, squeaks or hums which may indicate trouble?
- (6) Are there any leaks in fuel system, exhaust system, hoses, and hose connections?
- (7) Does engine respond to controls and have maximum pulling power?
- (8) Does engine stall, misfire, overheat, or smoke excessively?

c. Fire-extinguishing equipment.

- (1) Is equipment readily accessible and not subject to injury?

- (2) Do extinguishers show any sign of being damaged?
- (3) Is hose in good condition with no cracks or signs of deterioration?
- (4) Are any new hazards existing in protection area? (Change type of extinguisher or add new units if necessary.)

d. Fuels and lubricants.

- (1) Are all measures being taken to control formation of gasoline vapor?
- (2) Is gasoline leakage covered immediately by loose earth to retard evaporation?
- (3) Are inspections for oil and gasoline leaks made frequently?
- (4) Are there any evidences of dripping gasoline forming a pool which might be easily ignited?
- (5) Are oils and other lubricants that are packed in cardboard or wooden cases stacked on dunnage on dry, level ground and kept covered until issued?

e. Personnel.

- (1) Are personnel thoroughly indoctrinated in the dangers of handling gasoline containers?
- (2) Is rotation of personnel to avoid toxic poisoning being practiced?
- (3) Are shoes of personnel free from metal plates and nails?

- (4) Do personnel handling gasoline wear sound shoes and leather gloves, treated wherever possible with dubbin to make them gasolineproof?

f. Portable drum cleaner.

(1) *Before operations.*

- (a) Is fire extinguisher in good operating condition?
- (b) Are there any evidences of fuel, lubricant, or solvent leakages on turntable or on ground?
- (c) Are all parts securely mounted?
- (d) Are all tools and equipment belonging to unit present, serviceable, and properly stowed?

(2) *During operations.*

- (a) Are there any unusual rattles, knocks, or squeals present indicating trouble?
- (b) Is there any unusual leakage of solvent from piping system?
- (c) Is there any indication of overheating?

(3) *After operations.*

- (a) Are all engine controls (choke lever, shut-off switch, and adjusting screws) tight and adjusted correctly?
- (b) Are there any evidences of leaks on turntable or ground?
- (c) Is lubrication order present, legible, and properly complied with?

g. Safety precautions.

- (1) Are safety precautions relating to fires and the lighting of matches near the gasoline site being enforced?
- (2) Are all flashlights except the vaporproof types kept away from the cans?
- (3) Are any waste or oily rags present at the site?

h. Tank cars.

- (1) If tank cars are being used, are they properly grounded?
- (2) Are other tank car precautions being followed?
- (3) Are only nonsparking tools used for the purpose of unloading tank cars?

3. QUARTERMASTER BAKERY OPERATIONS. a. General.

- (1) Is baking equipment adequate for the task?
- (2) Is an adequate supply of accessories and spare parts available?
- (3) Is the bakery located in the best available protected area with proper relation to ingredient supply points and to bread-consuming organizations?
- (4) Are there enough tents to house the bakery personnel, equipment, and supplies adequately?

- (5) Are the tents properly handled and maintained?
- (6) Has a well-organized layout plan for bakery supplies and equipment been followed to take advantage of the benefits derived from straight-lining of bread-baking procedures?
- (7) Are Department of the Army and machinery manufacturers' manuals being used?
- (8) Are current dough-mixing and baking formulas being adhered to?
- (9) Are properly timed dough-production schedules being maintained?

b. Safety precautions.

- (1) Are all safety precautions for operation of burners being followed?
- (2) Are fuel cans kept upright on ground or floor when not in use?
- (3) Are fire extinguishers undamaged and readily accessible for use?
- (4) Do any new hazards exist requiring additional extinguishing units?

c. Sanitation.

- (1) Is fuel stored so that contamination with baking ingredients is impossible?
- (2) Are the ingredient area, the baking equipment area, and the entire bakery area and machinery kept scrupulously clean at all times?

- (3) Are ingredients stacked on dunnage or pallets?

d. Mobile bakery unit, M-1945.

- (1) *Mixing and make-up machinery trailer.*

(a) Before operations.

1. Is work platform stable, level, and secure?
2. Are dough troughs secure, easily movable, and thoroughly clean?
3. Are dough-trough carriers in satisfactory condition?
4. Is mixer bowl absolutely clean?
5. Have all dough-contacting parts on divider and molder been thoroughly cleaned?
6. Is conveyor belt from the divider to the molder tight?
7. Is molder belt tight?
8. Are switches and wiring of power-control panel and light-control panel in good condition?

(b) During operations.

1. Does thermometer on mixer function properly?
2. Does mixer start, stop, and jog satisfactorily?
3. Is the divider functioning properly?
4. Is proper dough-piece weight maintained by the divider adjustment?
5. Does the drop-off control wheel, or "squirrel cage," direct the dough

properly to the center of the conveyor belt?

6. Does each dough piece enter the molder properly on the conveyor belt?
7. Do flour dusters function properly?
8. Does the condition of the molded loaves indicate that all parts of the molder are functioning properly?

(c) After operations.

1. Are all parts of the machinery cleaned and lubricated thoroughly?
2. Are the trailer floor and work platform cleaned thoroughly?

e. Oven trailer.

(a) Before operations.

1. Is oven clean and are oven lights operating properly?
2. Are doors normally covering pressure-relief sheets kept open for operations?
3. Are pressure-relief sheets tight and in good condition?
4. Are oven-door latches, handles, and locks in good condition?
5. Is fuel tank filled?
6. Are gages and controls functioning properly?
7. Is oven-control panel in good condition?
8. Is combustion tunnel clear of foreign matter and free of water?

(Remove burner cover and use flashlight.)

(b) During operations.

1. Is correct baking temperature maintained?
2. Is baking period carefully timed?
3. Does bread appear to be properly baked?
4. Are there any unusual sounds, such as rattles, knocks, squeaks, or hums that may indicate trouble?

(c) After operations.

1. Are all instruments and controls securely mounted, properly connected, and undamaged?
2. Is stack cleaned of any accumulation of soot?
3. Are pressure-relief sheets intact and airtight?
4. Are blower V-belts tight without excessive tension?
5. Is blower motor properly lubricated and cleaned?
6. Is carbon removed from vaporizing cup of the burner?
7. Are conveyor chains in good condition?
8. Is fuel tank filled with clean fuel?
9. Is venthole at back of filler-cap collar on fuel tank free from foreign matter?

f. Storing equipment.

- (1) Is skate-walk conveyor clean and properly maintained?
- (2) Are storage racks clean?
- (3) Is temperature of rack area not more than 85°F. and not less than 65°F.?
- (4) Is there any evidence of moldy bread?
- (5) Is area around storage equipment clean?

g. M-1942, Army field baking equipment.

(1) *M-1942, bake-oven.*

- (a) Is the oven raised from the ground so that dirt, sand, and dust cannot enter proofing chambers?
- (b) Are sections clamped and bolted together tightly?
- (c) Are doors, handles, and hinges in good condition?

(2) *Pot-type burner outfit.*

(a) *Before operations.*

1. Are joints around front of oven and burner airtight?
2. Are there any air leaks at rear of stack connections?
3. Are fuel-can connections leakproof?
4. Is pot bottom reasonably clean and smooth but not scraped to the metal?
5. Are airholes in the burner clogged?

(b) *During operations.*

1. Is clean, smokeless flame maintained?

2. Does operator check each burner occasionally to make sure it is burning?

(c) After operations.

1. Is fuel can removed from bracket so that it is below metering valve?
2. Are airholes around top of burner free from scale and soot?

(3) Dough-mixing machine.

(a) Before operations.

1. Is machine cleaned and rinsed?
2. Are bar handles and other control parts in good condition?

(b) During operations.

1. Does agitator revolve at the normal speed of 35 revolutions per minute?
2. Is the clutch on the power jack shaft operating satisfactorily?
3. Does agitator jog properly for ready removal of the dough?

(c) After operations.

1. Are side and rear lubrication points being regularly lubricated?
2. Are operational maintenance and preventive maintenance procedures for the engine outlined in the manufacturer's operating instructions being followed?

4. QUARTERMASTER REFRIGERATION COMPANY, MOBILE. a. Personnel.

- (1) Are clothing and equipment of food handlers scrupulously clean?
- (2) Are personnel familiar with proper lifting and loading procedures?

b. Semitrailers.

- (1) Are brakes in proper adjustment?
- (2) Are red and green pilot lights operating correctly?
- (3) Are there any evidences of loose lamps, broken brackets, or cracked lenses?
- (4) Can fifth wheel be tipped sidewise or lengthwise without binding? (Binding indicates bent or damaged shafts.)
- (5) Are all tires correctly inflated?
- (6) Are leaves of springs broken or shifted?
- (7) Are spring clips in good condition?
- (8) Are spring-to-axle U-bolts tight?
- (9) Does listening test show air leaks in brake-line connections?
- (10) Are lubrication orders being complied with?
- (11) Are loads evenly distributed over bed of trailer and arranged to permit free circulation of air?
- (12) Are doors and door gaskets in good condition?
- (13) Is trailer in a sanitary condition?

c. Refrigeration unit.

- (1) Is refrigeration unit mounted firmly with no loose fastenings?
- (2) Are there any engine, compressor, or refrigerant-line leaks?
- (3) Is oil supply of refrigeration unit adequate?
- (4) Is correct grade of oil being used?
- (5) Is oil standing approximately in the center of the sight glass on the compressor of the unit?
- (6) Does coolant appear in the bottom of the filler gooseneck?
- (7) Is correct engine-oil pressure maintained?
- (8) Does refrigerant low-side gage show correct reading?

d. Loading.

- (1) Are heavier items in bottom of trailer?
- (2) Are loads evenly distributed over bed of trailer and arranged to permit free circulation of air?

5. QUARTERMASTER SALVAGE COMPANY. a. Sorting.

- (1) Do personnel have a good working knowledge of methods of recognizing and classifying metals?
- (2) Is all ammunition being removed from clothing, belts, and equipage?

- (3) Are personal property and papers being removed from clothing?
- (4) Are papers, correspondence, or other documents found in enemy clothing being forwarded to S-2 at battalion headquarters?

b. Packing and loading.

- (1) Do packing procedures permit ease of handling and loading and prevent damage to delicate equipment?
- (2) Is salvage carefully and securely packed?
- (3) Are like items being bundled or packed together and sacked when possible?
- (4) Are special precautions being taken with gassed material?
- (5) Is leather collected by the company being placed in sacks, if possible?
- (6) Is saddlery packed separately?
- (7) Are matched shoes tied together by their shoelaces?
- (8) Are materials dry when packed?
- (9) Do boxes contain one type of article only?
- (10) Are only two slats of a box nailed across the top so that rapid identification of contents is possible?

c. Shipping.

- (1) Before a car is loaded for salvage, is it swept out thoroughly?

- (2) Are heavy boxes packed at the bottom and lighter cases on top?
- (3) Are all materials dry when shipped?
- (4) Are car cards made out in crayon pasted on both sides of car?
- (5) Is copy of manifest tacked in a conspicuous place on the side of the car?
- (6) Are cars loaded to capacity?
- (7) Are cars sealed before shipment?

6. QUARTERMASTER RECLAMATION AND MAINTENANCE COMPANY. a. Trailers.

- (1) Are tires inflated to the correct pressure?
- (2) Are leveling jacks operating properly?
- (3) Are leveling jacks retracted properly before trailer is ready for travel so that no part projects below the trailer frame?
- (4) Are tail and stop lights in good operating condition?
- (5) Are lubrication orders being followed?
- (6) Is fire extinguisher in satisfactory operating condition?
- (7) Are equipment compartments secured properly when trailer is ready for travel?
- (8) Is equipment fastened securely to compartments?
- (9) Is generator of clothing-repair trailer secured to the trailer before trailer is moved?

b. Shoe repair.

- (1) Do shoe repairs comply with specifications?
- (2) Is shoe-repair machinery serviced periodically by a company mechanic?
- (3) Is stitching machine properly oiled to prevent excessive thread breakage?
- (4) Are instructions in Department of the Army and manufacturers' manuals being adhered to?
- (5) Are spare parts available for the curved needle stitcher?

c. Clothing repair.

- (1) Are implements used by tailors for clothing repair in excellent condition?
- (2) Are these implements used only for the purpose for which they are intended?
- (3) Is thread of standard Army specifications?
- (4) Are small holes or thin places in fabrics being darned inconspicuously and, when possible, with thread unraveled from another part of the garment?
- (5) Is darning being done on face side of fabrics?
- (6) In mending straight tears, are torn edges carefully matched and drawn together with fine rows of darning stitches, irregular in length?

- (7) When zippers are being replaced, is enough opening provided for free passage of slide-locking device?
- (8) Are pockets of garments free from rips and tears?
- (9) Is clothing being sized correctly?

d. Canvas repair.

- (1) Are cement patches being applied correctly to heavy canvas?
- (2) Are cement patches round and applied to the outside of the canvas article?

e. Metal repair.

- (1) Are metalworkers given basic instruction in at least two other phases of the company's technical operations?
- (2) Do careless habits on part of workers create a hazard?

7. QUARTERMASTER BATH COMPANY. a. General.

- (1) Is pure clean water free from sediment being used for baths?
- (2) If operations are being conducted in cold weather, are buildings or tents at a comfortably high temperature?
- (3) If operations are suspended in cold weather, is water properly drained from boiler and shower assembly?
- (4) Is clothing for issue carefully stocked by sizes?
- (5) Are methyl-bromide ampules stored and protected from sun and weather?

b. Bath trailers.

(1) Before operations.

- (a)* Is trailer located so that the water suction lift is not greater than 15 feet?
- (b)* Is shower unit placed so that waste water will drain downstream, away from the suction outlet?
- (c)* Has trailer been properly leveled by removing earth or blocking up the low wheel?
- (d)* Does trailer have any loose or broken nuts or parts?
- (e)* Are there any signs of leaks in fuel lines, hose, and connections of unit?
- (f)* Are tires inflated at 60 pounds? (Examine for cuts, bruises, and embedded foreign matter.)
- (g)* Are tools and equipment in proper place?
- (h)* Is reserve supply of oil and lubricants on hand?

(2) During operations.

- (a)* When trailer motor is in operation, are there any unusual rattles, knocks, squeaks, or hums?
- (b)* Does trailer motor have any unusual odors which might indicate overheated parts?
- (c)* Are there any leaks in hose lines?
- (d)* Is run-off ditch 1 foot wide and 1 foot deep, and does it carry the used water to a point in the stream below the unit?

(3) *After operations.*

- (a) Are knockdown procedures carried out efficiently?
- (b) Are parts of disassembled shower unit placed on bath-trailer unit carefully?
- (c) Is trailer unit lubricated properly?

8. QUARTERMASTER LAUNDRY COMPANY, SEMIMOBILE. a. General.

- (1) Is an adequate supply of clean water available?
- (2) Are current Department of the Army and machinery manufacturers' manuals being used?
- (3) Are current washing formulas being used?
- (4) Are personnel familiar with proper use of semimobile laundry detergent?
- (5) Is laundering of shirts and small articles being done differently from laundering of bulk articles such as sheets, mattress covers, and blankets?

b. Trailers.

- (1) Are leveling jacks in satisfactory operating condition?
- (2) Are spirit levels on trailer in satisfactory condition?
- (3) Are wheels tight and free from wobble and are wheel bearings in correct adjustment? (Bearings should allow only a perceptible shake of the wheel and allow the wheel to turn freely.)
- (4) Are tires inflated to proper pressure?

- (5) Are leaves of springs broken or shifted?
- (6) Is lighting equipment in order?
- (7) Is retractable support in satisfactory operating condition?
- (8) Are trailers washed down regularly?
- (9) Are trailers covered with tarpaulins when in transit or when not in use?

c. Water heater.

(1) *Before operations.*

- (a) Do all controls have a positive action?
- (b) Are pressure relief valves set properly?
- (c) Is blower motor clean?

(2) *During operations.*

- (a) Do water-pressure gage and dial thermometer operate properly?
- (b) Does solenoid valve shut off the flow of the fuel to the burner when water temperature reaches aquastat setting of 180°F.? (Observe temperature reading shown by water-heater thermometer.)
- (c) Does fuel-pressure gage indicate approximately 100 pounds pressure?
- (d) Does water-heater exhaust have a steady, smokeless, muffled roar as distinguished from a pulsating roar?
- (e) Are there any indications of fuel or water leaks?

(3) *After operations.*

- (a) Is heater cleaned as frequently as water conditions make necessary?

- (b) Is motor lubricated properly?
- (c) Are blower parts lubricated properly?

d. Washer.

(1) *Before operations.*

- (a) Is washer cleaned and rinsed out?
- (b) Do controls have a positive operation?
- (c) Does cylinder door close tight?

(2) *During operations.*

- (a) Do dial thermometer and water gage operate properly and are they in good condition?
- (b) Does motor perform satisfactorily?
- (c) Does washer operate efficiently with no noticeable rattles or unusual noises?
- (d) Are there any leaks or drippings?
(Check water inlet pipe, drain pipe, and washer.)

(3) *After operations.*

- (a) Is motor being lubricated properly?
- (b) Are belts in good condition, free from excessive wear or stretch?

e. Extractor.

(1) *Before operations.*

- (a) Is extractor clean and rinsed out?
- (b) Are manual motor starter and cover interlock operating satisfactorily?
- (c) Does timer correctly measure 30-minute cycle of operations?
- (d) Is washer load evenly distributed with no material lying across center of basket?

- (e) Does drive belt have a 34-inch finger-pressure deflection at a point midway between pulleys?
- (2) *During operations.*
 - (a) Does motor perform satisfactorily?
 - (b) Does basket accelerate and operate smoothly under load without oscillation?
 - (c) Does harsh or metallic scraping sound, indicating brake-shoe wear, occur when brake is applied?
- (3) *After operations.*
 - (a) Are motor base-mounting bolts tight?
 - (b) Is extractor being lubricated properly?

f. Portable pump.

- (1) Are electrical connectors to receptacles, pump switch, and motor clean?
- (2) Is pump protected against tampering or loss?
- (3) Does the remote-control manual motor starter mounted on rear of washer unit function properly?
- (4) Is switch located on pump unit in good operating condition?
- (5) Are drive motor, suction hose, pressure hose, hose fittings, strainer, and electric power cables and connectors of the pump in good operating condition?
- (6) Are there any leaks around pump, hose fittings, and hose?

g. Drying tumbler.

(1) Before operations.

- (a)* Are shell door, shell-door latch, shell-door limit switch, and shell head in good condition?
- (b)* Are oil-level bayonet gage and cylinder-drive chain guard present and in good condition?
- (c)* Is tension of drive chain of tumbler adjusted to a hand deflection of one-half to three-quarter inch at a point midway between the sprockets?

(2) During operations.

- (a)* Is burner peephole window in good condition?
- (b)* Does proper combustion take place in burner?
- (c)* Are recommended settings or temperature control unit being followed?
- (d)* Is 30-minute cycle of operation provided by timer?
- (e)* Does fuel pressure gage show 90-pound pressure during operations?

(3) After operations.

- (a)* Has lint been removed from helix of air temperature control?
- (b)* Are blades of blower fan free of dust and lint?
- (c)* Are dirt, dust, or lint removed from tumbler shell?
- (d)* Are exhaust fan duct and exhaust tube in good condition?

- (e) Are moving parts being lubricated properly?

h. Engine generator.

(1) *Before operations.*

- (a) Are instruments on generator control panel secure and in good condition?
- (b) Are fuel, engine oil, and coolant readings satisfactory?
- (c) Are fan belt and engine assemblies in good condition?

(2) *During operations.*

- (a) Are starting action and starting speed satisfactory?
- (b) Is choke valve opened gradually as required to provide smooth engine operation and prevent oil dilution?
- (c) Does voltmeter reading indicate 210 to 240 volts?
- (d) Does each ammeter indicate approximately 18 amperes when all assemblies are operating?
- (e) Is reading of frequency meter output 59 to 61 cycles?
- (f) Do meter readings jump or fluctuate?
- (g) Does engine show unusual noise, misfiring, backfiring, vibration, or knocks indicating worn parts, loose mountings, incorrect fuel mixture, or defective ignition?

(3) *After operations.*

- (a) Do engine controls show wear, faulty adjustment, or disconnected linkage?

- (b) Is dirt and grease cleaned off outside of engine?

9. QUARTERMASTER SERVICE COMPANY. a. Personnel.

- (1) Are personnel trained in the principles of correct lifting and carrying?
- (2) Is smooth and easy handling emphasized to lessen strain on muscles and reduce damage to supplies and equipment?
- (3) Are personnel familiar with correct loading and unloading of trucks and railroad cars?
- (4) Are work crews trained in setting up conveyor lines quickly, easily, and rigidly?
- (5) When pushing a hand truck, is the workman standing erect and leaning into the load?
- (6) Do personnel wear gloves when handling wooden cases?

b. Stacking.

- (1) When handstacking, is the "bucket brigade" system used to move supplies from the unloading point to the stacking point?
- (2) Are outdoor stacks piled to the height authorized?
- (3) When supplies are being stacked in a warehouse, is the load capacity of the floor observed?
- (4) Are markings of packages in stacks readable from the ground or floor?

- (5) Are stacks piled solid, upstanding, and safe?
- (6) Are stacks carefully alined both vertically and horizontally?
- (7) Is adequate dunnage provided to protect perishables?

c. Loading.

- (1) When pallets are being loaded, is the palletload stable and the top of the palletload as level as possible?
- (2) Is special care used in handling items which can be bruised, such as potatoes and onions?
- (3) Are heavy supplies placed at the bottom of the load and evenly distributed over the bed of the truck?
- (4) Is load lashed to truck when load extends above top of vehicle body?
- (5) Are trucks being overloaded, as shown by position of rear springs or by reference to maximum pay loads noted on instrument panel?

d. Sorting.

- (1) Are items sorted to avoid duplication of effort, if possible?
- (2) Is the most practical method of sorting being used?

10. QUARTERMASTER DEPOT COMPANY, OPERATIONS. a. General.

- (1) Are adequate signs pointing toward the depot posted in the surrounding country,

and is the depot itself posted with an adequate number of signs?

- (2) Is the area protected against pilfering?
- (3) Is lighting equipment adequate for night operations?
- (4) Is the ground level enough to facilitate warehousing?
- (5) Is the bivouac area accessible to the depot?

b. Sanitation.

- (1) Does area surrounding depot contain refuse dumps or stagnant water?
- (2) Are the latrines screened and covered and located at a considerable distance from supplies?

c. Lay-out.

- (1) If an open-storage depot is being operated, are supplies dispersed properly?
- (2) Is the lay-out of the open-storage depot adapted to available personnel and to methods of handling the materials?

d. Handling of supplies.

- (1) Where necessary are supplies stacked in a staggered pattern to provide each container with necessary circulation of air?
- (2) Are supplies supported by good dunnage and foundations?
- (3) If tarpaulins are used, are they held down securely?
- (4) Are packing operations kept to a minimum?

- (5) Are all personnel familiar with proper weight-lifting practices?
- (6) In the case of supplies stored in blocks, are they withdrawn from the block by rows, from the aisles toward the wall and not from across the front of the block?

e. Materials handling equipment.

(1) Fork lift trucks (gasoline).

(a) Before operations.

- 1. Does equipment show any leaks or drippings?
- 2. Are exterior surfaces and motor clean?
- 3. Is vehicle equipped with fire extinguisher?
- 4. Do horn and lights work satisfactorily?
- 5. Are fork pins in good condition?
- 6. When started, does engine have any unusual noises?

(b) During operations.

- 1. If equipment is of the chain-hoist type, is care taken to lower loads slowly under power?
- 2. Does operator enter forks into pallet as far as possible?

(c) After operations.

- 1. Are all necessary tools present, clean, and secure?
- 2. Is hoisting and tilting mechanism in good condition with all parts securely attached?

3. Are lubrication orders being complied with by operators?

(2) *Tractors (gasoline).*

(a) *Before operations.*

1. Does equipment show leaks or drippings?
2. Are there any unusual noises before starting?

(b) *During operations.*

1. Are brakes in good condition?
2. Do oil-pressure gage and ammeter show proper readings?

(c) *After operations.*

1. Are all necessary tools present, clean, and secure?
2. Are towing connections mounted securely?
3. Are lubrication orders being complied with by operators?

11. QUARTERMASTER SALES COMPANY, MOBILE. a.
Location and hours.

- (1) Does location of store interfere with normal activities of other units?
- (2) Is the sales store located at a point convenient to troops?
- (3) Are the hours of sales store operation convenient and long enough?
- (4) Does the sales store remain open over week ends?
- (5) Are travel schedules fairly adjusted for all troops?

b. Stock.

- (1) Is a well-balanced stock maintained?
- (2) Are demand items carried as much as possible?
- (3) Are all items displayed to purchasers?

c. Records.

- (1) Are consumption record cards maintained on each item stocked by the sales platoon?
- (2) Are four copies of the report of deposits prepared?
- (3) Does each sales officer maintain a sales officer's account?
- (4) Are inventories regularly taken?
- (5) Is inventory adjustment sales account record correctly prepared?
- (6) Do debit and credit entries in distribution journal balance?
- (7) Are cash sales slips prepared if itemizing cash register is not available?
- (8) Are shipping documents being correctly prepared?

12. QUARTERMASTER SUBSISTENCE SUPPLY COMPANY. a. General.

- (1) Are adequate signs pointing toward the site posted in the surrounding country?
- (2) Is the area protected against pilfering?
- (3) Is lighting equipment adequate for night operations?

b. Personnel.

- (1) Are all personnel familiar with proper weight-lifting practices?

- (2) Do personnel wear gloves when handling wooden cases?

c. Lay-out.

- (1) If supplies are piled on ground or platform, are the piles dispersed, protected by paulins, and camouflaged?
- (2) Are unit or item piles dispersed to avoid traffic congestion?
- (3) Do trucks enter and leave area at different points, if possible?
- (4) Do waiting trucks obstruct departing trucks?
- (5) Are traffic guides or military police posted at entrances and exits?

d. Stacking.

- (1) Are supplies supported by good dunnage and foundation?
- (2) If tarpaulins are used, are they held down securely?
- (3) Are procedures planned to avoid as much rehandling as possible?

e. Loading.

- (1) Are as many trucks as possible being loaded simultaneously unless separate loading saves time?
- (2) Is weight of items being placed in trucks evenly distributed and disposed so that the items will not shift?
- (3) Are small units being slighted in breakdown of package rations or items?

- (4) Are packing operations kept to a minimum?
- (5) Is loading done directly onto trucks?
(Direct loading saves rehandling.)

13. QUARTERMASTER GRAVES REGISTRATION COMPANY. a. Collecting point.

- (1) Is every effort being made to identify bodies and/or obtain fingerprints before removal to the temporary cemetery?
- (2) Is protection of effects maintained effectively at all times?
- (3) Is the emergency medical tag protected from blood stains and body fluids before bodies are removed to cemetery?
- (4) Are bodies removed to the cemetery in custody of *two* men?
- (5) Is collecting point register maintained properly?

b. Cemetery.

- (1) Is burial of the dead being accomplished in a reverent manner?
- (2) Are services of a chaplain of the appropriate faith available when necessary?
- (3) Are grounds well policed?
- (4) Are drainage facilities adequate?
- (5) Are tents or structures placed in manner to promote efficient operations?
- (6) Is processing area hidden from view of onlookers and civilians?
- (7) Are adequate signs employed to show using units the location of the cemeteries?

- (8) Are cemetery register and other records properly maintained?
- (9) Are crosses well painted and in reasonably good alinement?

c. Disposal of equipment and effects.

- (1) Is issue equipment of the dead being turned in properly marked for salvage?
- (2) Are effects carefully inventoried and protected against loss?

d. Records.

- (1) Are reports of interment prepared painstakingly and as completely as possible?
- (2) Are all items in the report of interment being properly filled in?
- (3) Are fingerprint records clean and legible and are they being carefully handled?
- (4) Are tooth charts carefully made when their preparation is required?
- (5) Are photographic records being properly maintained?

APPENDIX III

SUGGESTED LAY-OUTS WITHIN HEADQUARTERS AND HEADQUARTERS DETACHMENT, QUARTERMASTER BATTALION

There is no rigid plan for the internal organization of headquarters and headquarters detachment, quartermaster battalion. However, suggested lay-outs (see figs. 9 and 10) are included in this appendix. Lay-outs are planned for the tentage provided in tables of equipment and desks or tables have been arranged as nearly as possible by sectional responsibilities. None of the lay-outs is drawn to scale.

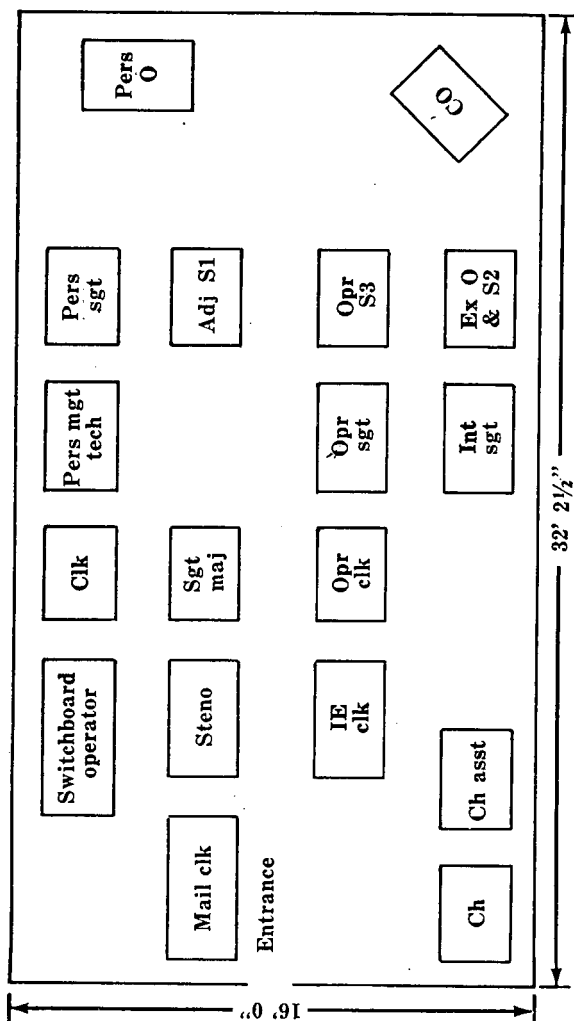


Figure 9. Suggested functional lay-out of headquarters detachment, including the command, intelligence, and operations sections, Headquarters and Headquarters Detachment, Quarter-master Battalion, T/O&E 10-536.

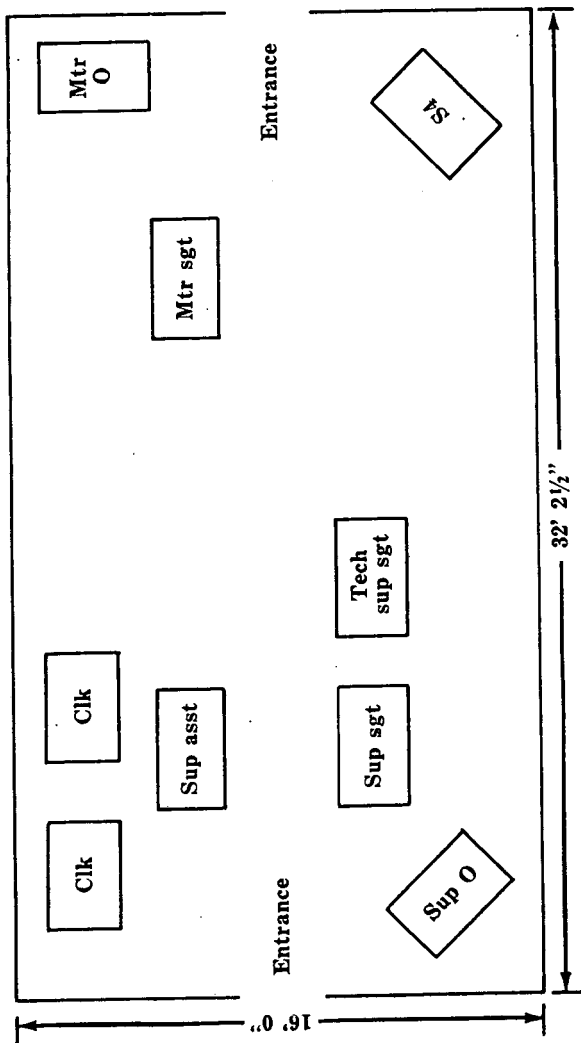


Figure 10. Suggested lay-out of supply section, Headquarters and Headquarters Detachment, Quartermaster Battalion, T/O&E 10-536.

APPENDIX IV

REFERENCES

1. ADMINISTRATION.

- FM 100-10 Administration.
- FM 101-5 Staff and Combat Orders.
- TM 12-250 Administration.
- TM 12-255 Administrative Procedures.

2. DECEASED PERSONNEL.

- FM 10-63 Graves Registration.
- TM 10-285 Deceased Personnel.

3. DEMOLITION.

- FM 5-25 Explosives and Demolitions.
- TB QM 27 Demolition of Quartermaster
Supplies and Equipment.

4. INDEXES.

- FM 21-8 Military Training Aids.
- SR 110-1-1 Index of Army Motion
Pictures and Film Strips.
- SR 310-20-series Military Publications.

5. INSPECTIONS.

- FM 21-10 Military Sanitation.

- | | |
|------------|---|
| TM 5-641 | Inspections and Preventive Maintenance Services, Ranges, Bake Ovens and Burners for Other Mess Equipment. |
| TM 5-687 | Inspection and Preventive Maintenance Services for Fire-Protection Equipment and Appliances. |
| TM 10-205 | Mess Management and Training. |
| TM 37-2810 | Motor Vehicle Inspection and Preventive Maintenance Services. |

6. MILITARY LAW.

Manual for Courts Martial, U. S. Army, 1949.

7. MOVEMENTS.

- | | |
|---------------|---|
| FM 25-10 | Motor Transport. |
| FM 100-5 | Field Service Regulations—Operations. |
| FM 101-10 | Organization, Technical and Logistical Data. |
| DA Pam 29-11 | Movement Regulations for Oversea Movement of Units, Casuals, Replacements, and Individuals. |
| DA Pam 29-15* | Movement Regulations, Air Transportation. |

*Not stocked in AG depots.

DA Pam 29-16* Movement Regulations,
Transportation of Individuals and Cargo on
Aircraft of the Military
Air Transport Service.

8. PERSONNEL SELECTION.

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TM 12-427 Military Occupational Classification of Enlisted Personnel.

9. PRISONERS OF WAR.

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FM 30-15 Examination of Enemy Personnel, Repatriates, Civilians, Documents and Matériel.

10. QUARTERMASTER COMPANIES.

FM 10-6 Quartermaster Service Company.
FM 10-22 Quartermaster Depot Company, Supply.
FM 10-63 Graves Registration.
TM 10-215 Sales Commissary Operation.
TM 10-265* Quartermaster Handbook, Salvage Repair Company.

* Not stocked in AG depots.

TM 10-266	Quartermaster Handbook, Salvage Collecting Com- pany.
TM 10-352	Quartermaster Handbook, Laundry Company.
TM 10-379	Quartermaster Handbook, Railhead Company.
TM 10-415*	Quartermaster Handbook, Bakery Company.
TM 10-465	Quartermaster Handbook, Gasoline Supply Com- pany.
TM 10-466	Handling Petroleum Prod- ucts.
TM 10-615	Quartermaster Handbook, Refrigeration Company, Mobile.
TM 10-645	Fumigation and Bath Company.

11. RECREATION.

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TM 21-220	Sports and Games.

12. SECURITY AND DEFENSE.

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FM 5-20A	Camouflage of Individuals and Infantry Weapons.

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FM 5-20B	Camouflage of Vehicles.
FM 5-20C	Camouflage of Bivouacs, Command Posts, Supply Points, and Medical In- stallations.
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FM 5-20H	Camouflage Materials and Manufacturing Tech- niques.
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13. SUPPLY.

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TM 38-403	Station Supply Procedures.

14. TRAINING.

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FM 26-5	Interior Guard Duty.
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TM 3-205	The Gas Mask.
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ATP 21-1	Basic Military Training Program for Newly En- listed Men.
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15. TRANSPORTATION.

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TM 9-2800	Military Vehicles.
TM 21-300	Driver Selection Training and Supervision, Wheeled Vehicles.

*Not stocked in AG depots.

TM 21-305	Driver's Manual.
TM 31-200	Maintenance and Care of Pneumatic Tires and Rubber Treads.
TM 37-2810	Motor Vehicle Inspection and Preventive Main- tenance Services.

16. TROOP INFORMATION.

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